



Cooperative Approach for Involvement with Women Entrepreneurs' Associations and Independent Women Entrepreneurs in the Context of Bangladesh (Illustrated by the Joyeeta Foundation Case Study)

Amdad Hossain Rony

Common Services Officer, Joyeeta Foundation, Dhaka, Bangladesh

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ABSTRACT

The research underscores the need to reassess the current approach to support and business operations to truly accomplish Joyeeta Foundation's (JF) mission of advancing women's entrepreneurship. This requires a fresh business model and a reimagined partnership between JF and its affiliated entities – Individual Women Entrepreneurs (IWEs) and Women Entrepreneur Associations (WEAs). It's essential to thoroughly examine and modernize this approach before its implementation, ensuring alignment with present-day perspectives and needs. Additionally, by exploring innovative strategies and fostering collaboration, JF can effectively empower women entrepreneurs, amplifying their impact on the economy and society.

Keywords: Individual Women Entrepreneurs (IWEs), Women Entrepreneur Associations (WEAs), Joyeeta Foundation (JF)

Abbreviations: JF - Joyeeta Foundation, IWEs - Individual Women Entrepreneurs, WEAs - Women Entrepreneur Associations, NGO - Non-Governmental Organization, LR - Literature Review, DWA - Department of Women Affairs, SOP - Standard Operating Procedure, FGD - Focus Group Discussion, AAF - Ayesha Abed Foundation

1. Introduction

Bangladesh has made notable strides in women's empowerment through declining mortality and fertility rates, increasing girls' enrollment in schools, and reducing gender disparity. Despite progress in women's economic involvement, there remains untapped potential. This presents a significant opportunity for fostering women's entrepreneurship in Bangladesh, which in turn can enhance their confidence and contribute to poverty reduction.

In response to these responsibilities, the Bangladeshi government established the "Joyeeta Foundation," an independent nonprofit initiative. Its aim is to accelerate the development of a gender-inclusive society by establishing dedicated distribution channels for women entrepreneurs nationwide. This initiative also involves creating a women-centric supply chain to enhance women's capabilities in product production and distribution.

The research identifies that present modality of support/doing business has to be revisited in achieving the actual mission/objective of Joyeeta Foundation (JF) set for women entrepreneurship development. No doubt, a new design of doing business and developing a partnership between JF and its affiliated members i.e., Individual Women Entrepreneurs (IWEs) and/or Women Entrepreneur Associations (WEAs) need to be scrutinized, revised at contemporary angle, and subsequently be launched.

1.1 Study Objectives:

This study aims to:

- Evaluate the current engagement of Individual Women Entrepreneurs (IWEs) and Women Entrepreneur Associations (WEAs) with Joyeeta Foundation (JF), analyzing their objectives, mandates, personal status, competencies, and current business operations.
- Investigate IWEs and WEAs affiliated with other organizations, assessing their personal status, competencies, and ongoing business activities.
- Assess the capabilities and potential of the country's IWEs and WEAs to actively participate in collaborative endeavors within Joyeeta Foundation's new business framework.
- Review the future prospects, existing vision, mission, action plan, capabilities, and business roadmap of JF in light of upcoming developments.

2. Methodology

In pursuit of the assignment's objectives, a comprehensive methodology has been adopted. This methodology employs various tools for data collection and report preparation, with a primary emphasis on the qualitative approach.

2.1 Content Analysis

A meticulous Literature Review (LR) has been conducted, along with the examination of pertinent documents from analogous businesses and organizations. The development and establishment of the theoretical framework for a partnership approach have drawn insights from pertinent academic and research papers. Additionally, an assessment of Joyeeta Foundation's current operations at Rapa Plaza, including its established rules, regulations, and operational procedures, has been conducted through study and review.

2.2 Stakeholders Interview

(i) Interviews with Existing Entrepreneurs: This study administered a semi-structured questionnaire to both current Individual Women Entrepreneurs (IWEs) and Women Entrepreneur Associations (WEAs) operating shops/stalls at Rapa Plaza, Dhaka. The aim was to comprehend their existing business operations and uncover underlying challenges, serving as a basis for formulating a new strategy.

(ii) Interviews with IWEs and WEAs from Other Organizations: Interviews were also conducted with employees, IWEs, and beneficiaries of 'Angona' from organizations such as DWA, JMS, Ayesha-Abed Foundation, Aarong, and Kumudini. Multiple studies were held to validate their perspectives.

(iii) Interviews with Similar Business Operators: This study engaged relevant individuals and business experts overseeing sizable retail outlets. These discussions aimed to gather insights, suggestions, and the obstacles encountered when operating outlets with goods crafted by local artisans, weavers, and craftsmen.

2.3 Focus Group Discussion (FGD)

Two FGDs were organized. The first involved IWEs and WEAs at the Joyeeta outlet in Rapa Plaza, covering a diverse range of categories including clothing, food, and crafts. The second FGD included JF officials who play a pivotal role in its management and operations. Additionally, group discussions were held with select IWEs and WEAs at Rapa Plaza to supplement the FGD discourse. Further group sessions were conducted at the district (Manikganj) and sub-district (Sub-centre, AAF, Manikganj) levels with IWEs to affirm the study's knowledge linkage.

2.4 Case Study

In an effort to comprehend the societal and individual requirements of entrepreneurs, three illustrative case studies have been selected. This investigation examines instances from noteworthy organizations such as the Joyeeta Foundation, Angona, DWA, and the Ayesha Abed Foundation in Manikganj.

3. Preferred JF Collaborative Strategy with IWEs and WEAs

The envisioned strategy for collaboration between JF and IWEs/WEAs is one of symbiosis, aiming for a Collaborative Strategy that follows a 'win-win' or 'loss-win' framework. This approach finds its roots in various sources, ranging from constitutional provisions to the National Women Development Policy of 2011, as well as the explicit mission of JF to empower women through economic engagement.

Therefore, it is imperative that the aspirations of JF align with the eagerness of women entrepreneurs to participate, ensuring a harmonious achievement of goals. On a parallel note, the partnership approach entails providing unwavering support to entrepreneurs, even during instances of business challenges or downturns. In such situations, JF undertakes the responsibility of bolstering these entrepreneurs, guiding them through obstacles. This commitment is visually represented through the Matrix of Collaboration outlined below:

Matrix of Collaboration

<i>Partner</i>	<i>Type</i>	<i>Partner</i>
Organizational Relations		
Joyeeta Foundation	Symbiotic	WEAs/IWEs
Usual Operation		
Joyeeta Foundation	Win-Win	WEAs/IWEs
At the Time of Crises		
Joyeeta Foundation	Loss-Win	WEAs/IWEs

4. Findings from the Questionnaire Survey

4.1. Section A: Participant Demographics

4.1.1. Age Distribution of respondents:

Out of the 25 respondents, a significant portion falls within the 41-45 age group. Interestingly, the count of young entrepreneurs aged 31 to 35 is surprisingly low, constituting only 8% of the total. Moreover, despite being a minority, there are women above 60 years of age who are engaged in business activities through the auspices of the Joyeeta Foundation.

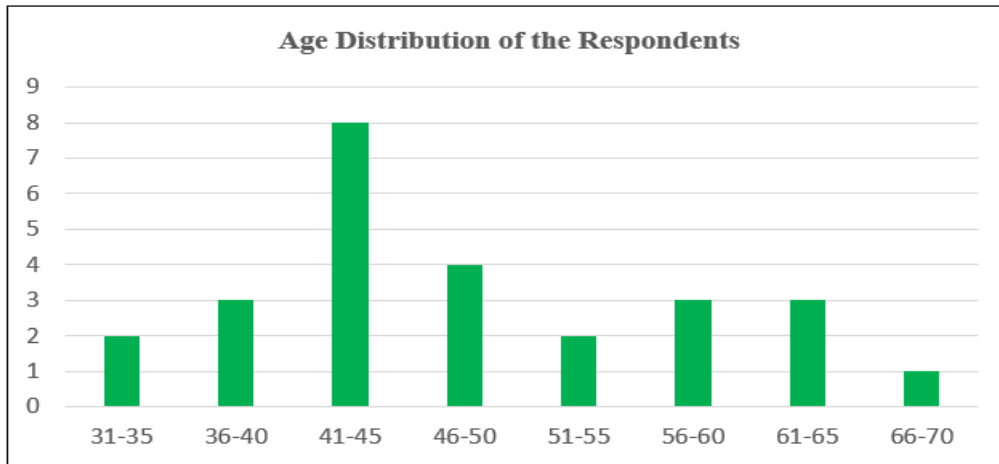


Figure 1: Age distribution of the Respondents

4.1.2 Type of Household

Out of the surveyed women entrepreneurs, 62% indicated that they reside in their own houses, while 38% reported living in rented houses. This distribution reflects both their economic standing and their non-vulnerable position within society.

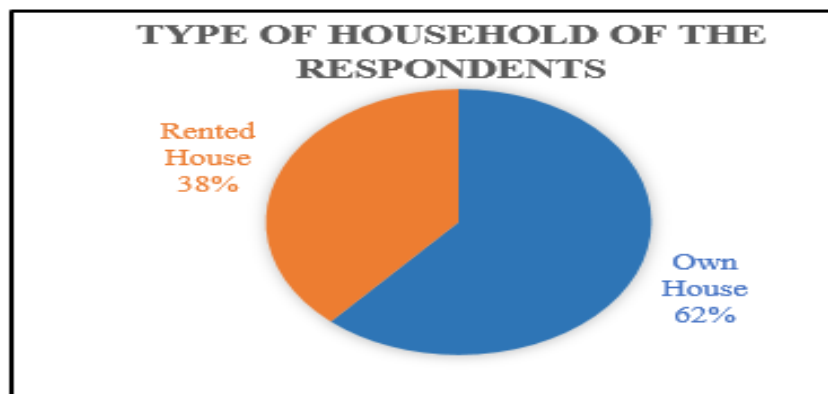


Figure 2: Type of Household

4.1.3 Marital Status of the Respondents

Figure-3 illustrates the marital statuses of the respondents. The data indicates that out of the total respondents, 69% are married, 27% are unmarried, 27% are divorced, and 4% are widows. This underscores the significance of encouraging self-employment/entrepreneurship among unmarried women, and it also highlights the importance of providing a business platform for divorced and widowed individuals, enabling them to attain empowerment when required.

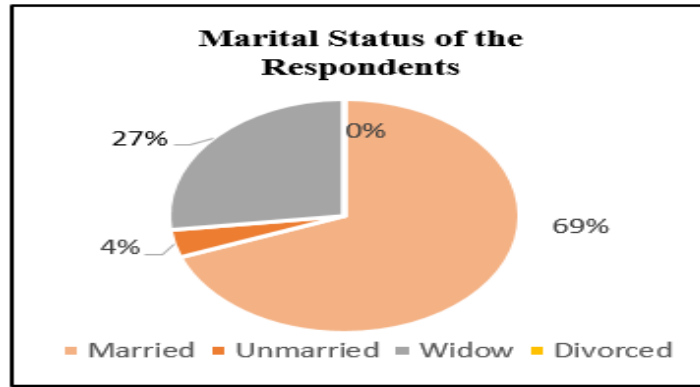


Figure: 3 Marital Status of the Respondents

4.1.4. Occupation of the Spouse

In terms of occupation, the majority of the respondents' spouses are engaged in business. Around 11 respondents indicated that their partners are involved in business activities. Additionally, five respondents mentioned that their spouses work as employees in various services. The survey also unveiled that two spouses are employed by NGOs, and two others are retired individuals.

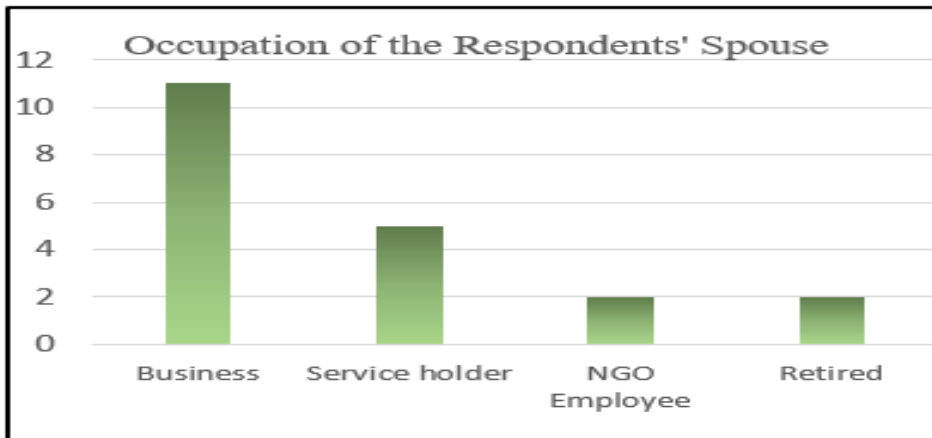


Figure 4: Spouse Occupation

4.1.5 Main Earning Member

Interestingly, 62% of the participants serve as the main earning members of their families. Conversely, 38% indicated that they do not hold the main earning member role within their families. This underscores the pressing requirement for women's employment to ensure enhanced economic resilience.

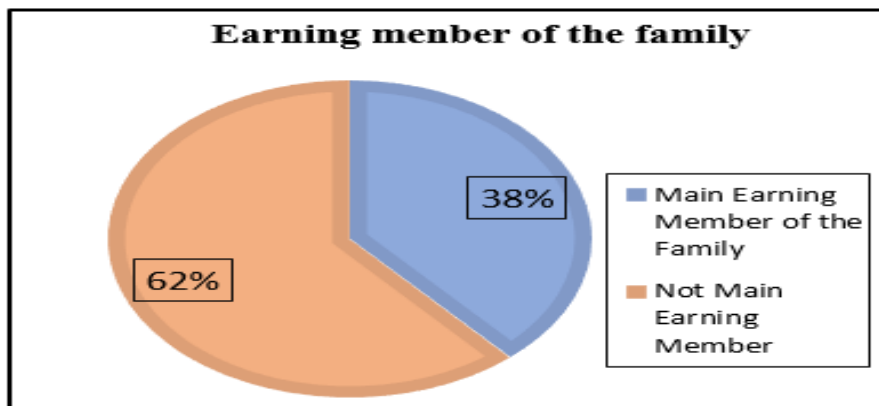


Figure 5: Family earning member

4.1.6. Status of Involving Other Occupation

The majority of the surveyed women are engaged in additional occupations alongside being active members of WEAs. Despite maintaining their personal careers, these women entrepreneurs wholeheartedly dedicate themselves to their businesses. The respondents' occupations can be classified as 'teacher', 'NGO officials', 'Councilor', and others. The data presented in the figure indicates that 36% are NGO officials, 16% are 'teachers', 12% work as 'Councilors', and 36% pursue other professions. This outcome highlights a substantial portion of respondents functioning as NGO officials, who possess an understanding of the WEA culture.

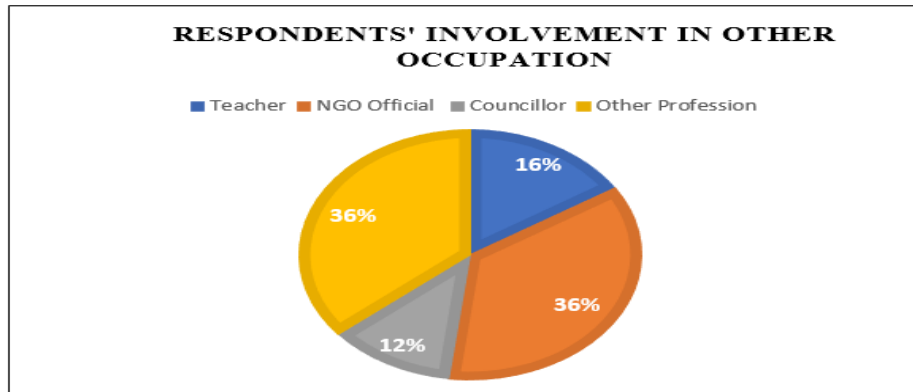


Figure 6: Respondent's involvement in Other Occupation

4.2. Section B: Entrepreneurship Details

4.2.1. Entrepreneur Type

Participants were inquired about their entrepreneurial roles, specifically whether they operated as individual entrepreneurs or as members of WEAs. The findings reveal that the majority of respondents are affiliated with a WEA. Among the 25 respondents, 15 exclusively participate in WEAs, 4 function as individual entrepreneurs, and 6 are involved both as individual entrepreneurs and members of WEAs. Consequently, it becomes apparent that respondents largely adopt a collaborative approach to entrepreneurship.

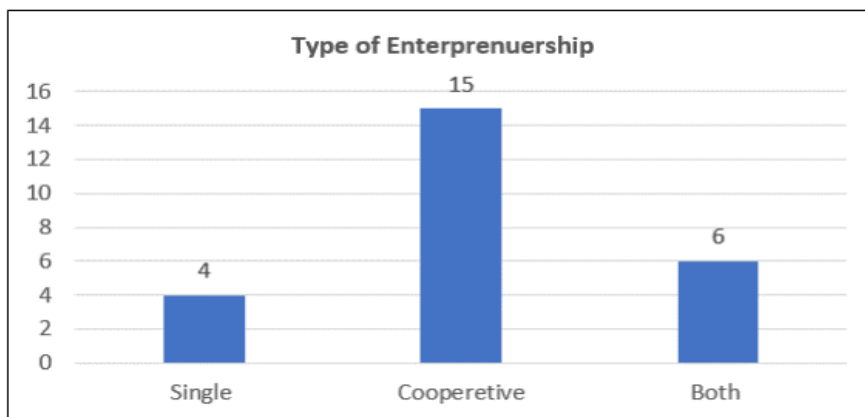


Figure 7: Type of Entrepreneurship

4.2.2. Registration Authority

Concerning the registration of the respondents' entrepreneurial endeavors, they were queried about the government agency responsible for granting their trade/business authorization or registration. The answers distinctly demonstrated that nearly all entrepreneurs had registered through the Department of 'Women Affairs'. Only two of the participants obtained their registration from the Department of Social Service.

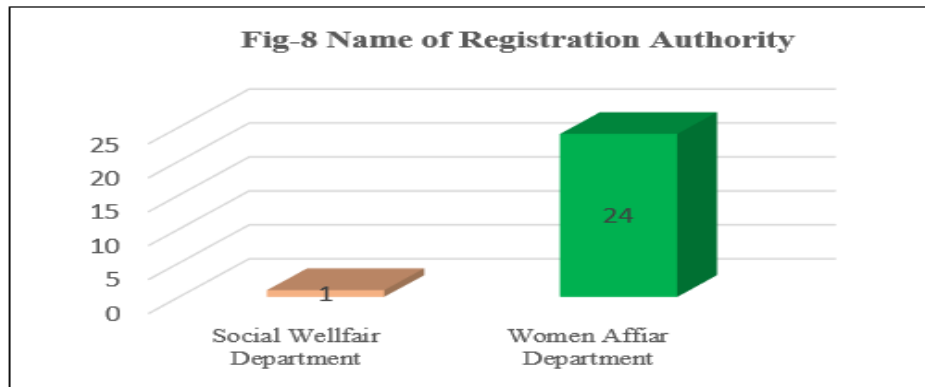


Figure 8: Name of Registration Authority

4.2.3. Number of Employees in the cooperative/association

Approximately 16 entrepreneurs maintain a workforce of around 50 employees within their operational businesses. Meanwhile, 4 entrepreneurs oversee between 51 to 100 employees, and one entrepreneur manages a workforce of 201 to 250 employees, with an additional respondent having 301 to 350 employees. The data highlights that the majority of entrepreneurs fall into the small and medium-sized enterprise category, while only a minority operate larger businesses that employ a substantial number of personnel.

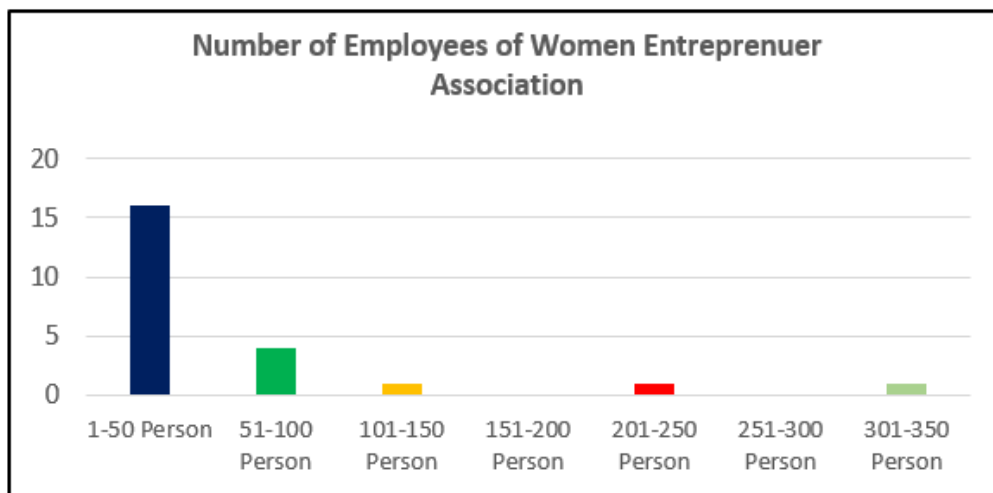


Figure 9: Number of employees of the Respondent’s WEAs

4.2.4. Number of Male Workers in the Association

The subsequent table outlines the count of male workers within the WEAs. The table reveals that 16 respondents/entrepreneurs do not employ any male workers. They exclusively hire female workers for their tasks. Respondents further emphasized that worker selection is based on the specific nature of the work.

Number of Male workers in the Cooperative	Frequency
0-5	06
6-10	01
11-15	0
16-20	02
21-25	01
0-0	16

Table 1: Number of Male Worker in the Cooperative society of the entrepreneurs.

4.2.5. Sponsorship for Running a Business

Respondents were inquired about receiving sponsorship from individuals or groups. Interestingly, some respondents exhibited hesitancy in their responses. Two individuals noted that they receive support from their families, while six clarified that they do not receive sponsorship from any other individuals or family members. Notably, two women entrepreneurs mentioned that they receive support from international sources, such as family or business acquaintances, to sustain their operations.

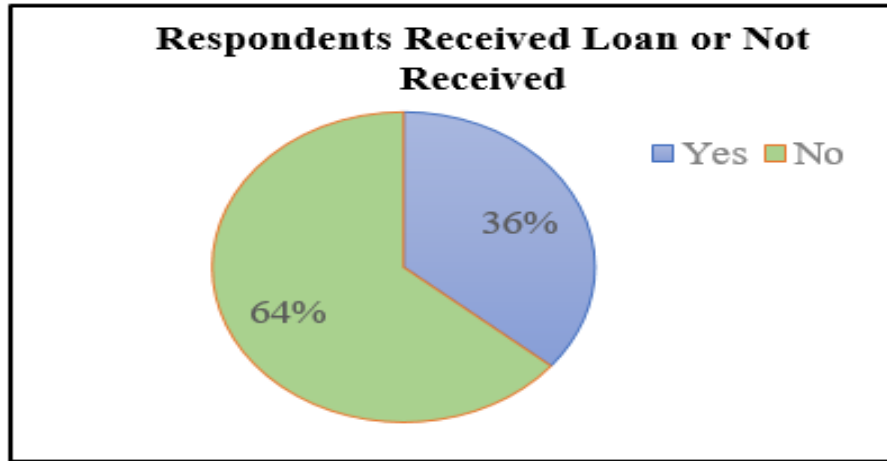


Figure 10: Status of loan received by the entrepreneurs

4.2.6. Type of Product Produce by the Entrepreneurs

Out of all the respondents, the majority (13 women entrepreneurs) engage in the production of handicrafts as their primary business product. Four respondents mentioned that they are involved in both cottage industry and handicraft production. Meanwhile, three respondents indicated that they specialize in selling food items and are associated with a food corner business. Additionally, three respondents reported that they combine cottage industry, handicrafts, and food item production. All of these entrepreneurs expressed a sense of satisfaction and contentment in successfully managing their businesses.

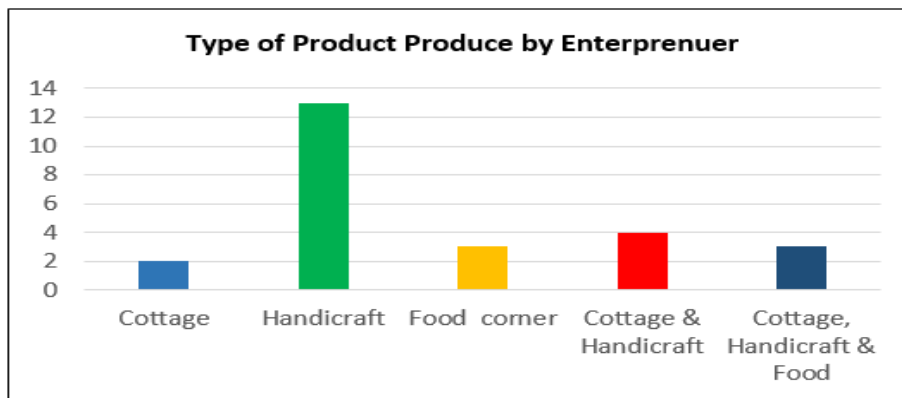


Figure 11: Type of Product produced by the entrepreneurs

4.2.7. Main product of the Entrepreneurs

The majority of participants (19 individuals) disclosed their involvement in producing clothing items and marketing them through the Joyeeta platform. Two respondents primarily specialize in food items, while an additional two focus on women's accessories for their business. Consequently, clothing emerges as the principal product among the majority of entrepreneurs.

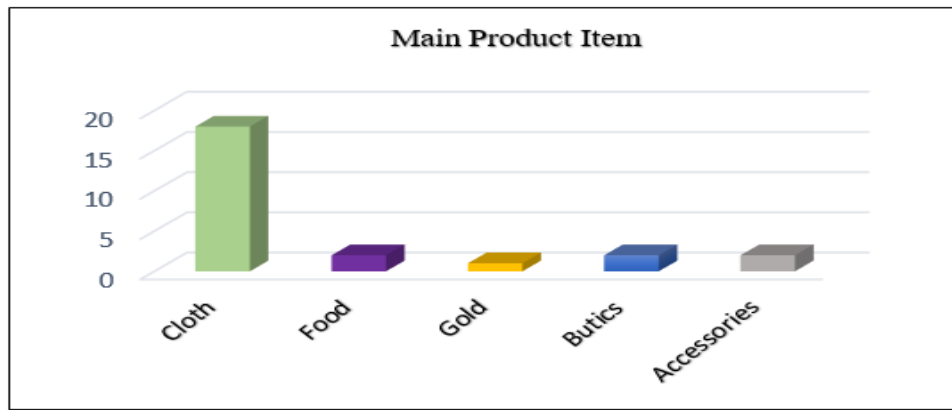


Figure 12: Main Product of the entrepreneurs

4.2.8. Product Source Location

The majority of respondents (8) indicated that the source of their products is situated in and around Dhaka. Other product sources are distributed across districts including Jamalpur, Faridpur, Madaripur, Tangail, Mymensingh, Manikganj, and Munshiganj within the country.

Location	Frequency
Faridpur	01
Madaripur	01
Dhaka	08
Tangail	01
Mymensingh	
Jamalpur	02
Manikgong	01
Munshigong	01

Table 2: Location of the Product Source of the Respondents

4.2.9. Direct sale of the Product

Every respondent expressed their utilization of the Joyeeta platform for product sales. Among the 25 participants, five respondents exclusively rely on the Joyeeta shop for their product sales. The remaining 20 respondents stated that they maintain additional outlets or engage in direct customer communication beyond their association with Joyeeta. The majority of respondents also reported that they establish direct communication with customers from their production facilities.

4.2.10. Personal Resource of the entrepreneurs

Approximately 55% of respondents disclosed their ownership of a house. Among them, around 27% specified personal ownership of the shop, while an additional 14% possessed land as a resource. Furthermore, 4% reported possessing both land and a shop as resources. These assets collectively represent the financial foundation of women entrepreneurs.

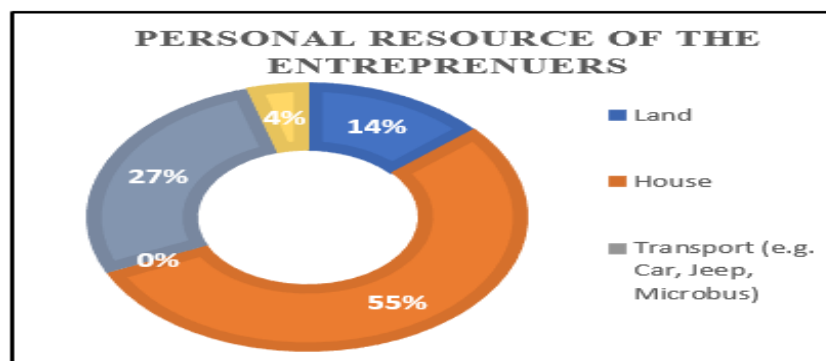


Figure 13: Personnel Resources of the Entrepreneurs

4.2.11. Profitability

Nearly 19 respondents disclosed receiving profits from their stalls. Only 6 respondents mentioned that their profit margins are quite narrow, and occasionally they experience losses. Three respondents indicated that the impact of Covid-19 has resulted in a lack of profitability for their products.

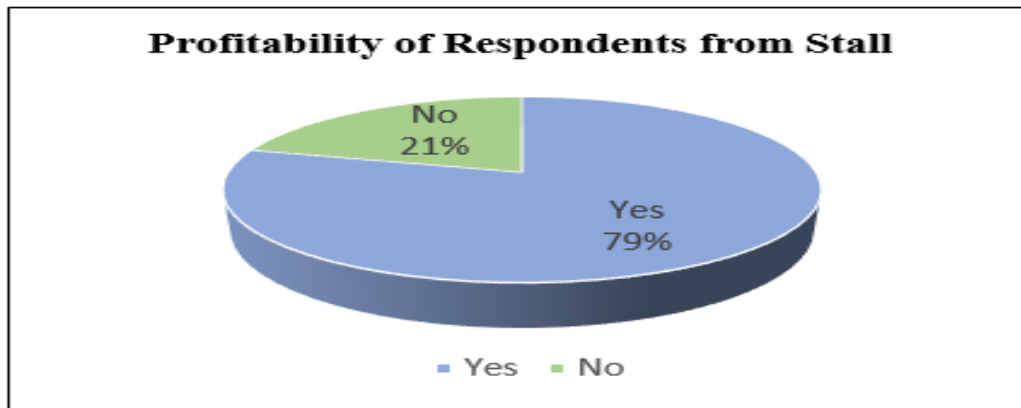


Figure 14: Profitability of the Respondents

4.2.12. Availability of Warehouse

A collective of 16 respondents indicated the presence of a warehouse for their products.

Availability of Warehouse	Frequency
Yes	16
No	09
Total	25

Table 3: Availability of warehouse

4.2.13. Availability of Showroom

Out of the total, 17 respondents possess a showroom, while 8 respondents lack a showroom for displaying their products. Additionally, 2 entrepreneurs maintain communication with significant clients, such as their linkage with Nepal. The remaining 23 entrepreneurs do not have any engagement with major clients or foreign clients.

4.2.14. Type of Publicity of the Business

The most prevalent method employed by entrepreneurs to promote their products is through Trade Fairs organized by various institutions across different locations such as Dhaka, Chattogram, and Sylhet. Around 18 respondents expressed their participation in these trade fairs to showcase their products. Another widely used avenue for product promotion is advertising, as indicated by 4 respondents.

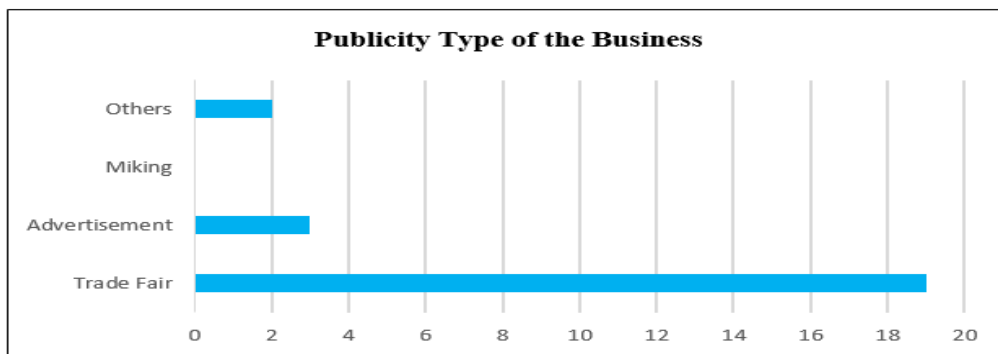


Figure 15: Publicity Type of the Business

4.2.15. Participation status in International and Local Trade Fair

Approximately 22 respondents reported their participation in international trade fairs, while 03 respondents noted that they haven't taken part in any international fairs. Regarding local fairs, 18 respondents indicated their involvement in such events, while 07 participants mentioned their non-participation in local fairs.



Figure 16: Participation in the International and Local Trade Fair

4.2.16. Establishment of production center/factories

Within the surveyed group, 13 respondents conveyed their capability to manufacture products within their own production centers (Figure: 15), consequently generating employment primarily for women. On the other hand, 9 entrepreneurs clarified that they lack their own production centers and instead procure products from local manufacturers. They subsequently transport these items to Dhaka, where they sell them both from their dedicated stalls and through the Joyeeta Foundation.

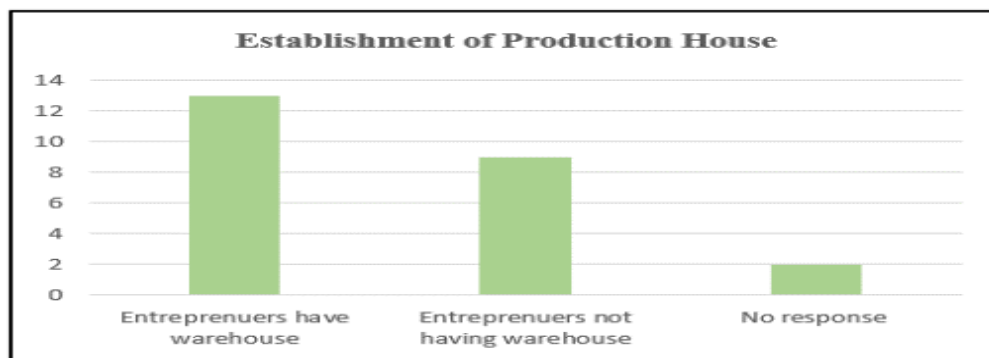


Figure 17: Status of establishment of the warehouse.

4.2.17. Support from other source

Notably, an interesting observation emerges wherein one respondent highlighted receiving financial assistance from North America, facilitated by the presence of her spouse and son residing there. As a seasonal entrepreneur, she efficiently manages her business by employing individuals to oversee operations, placing her full trust in them. Another respondent shared that she receives support from a neighboring country through her business partner there. This demonstrates how certain entrepreneurs are hesitant to transition from Rapa Plaza, choosing to launch their own shops, thus creating space for other deserving individuals.

4.2.18. Trained member of the WEAs

The subsequent table illustrates that 04 respondents specified that 01 to 05 members from their businesses underwent training in various domains. Furthermore, 03 entrepreneurs expressed that 08 to 10 individuals from their teams received training to enhance their skills. Only 1 respondent indicated that 20 individuals received training. This trend indicates a broader scope for training and more opportunities within larger businesses compared to small and medium-sized enterprises. The training covered topics such as computer literacy, food preparation, clothing and garment materials, car driving, among others. Notably, all the training initiatives were organized by the Joyeeta Foundation, and the members participated in these training programs facilitated by the foundation.

Trained Member	Frequency
01-05	04
08-10	03
10-20	01

Table 4: Number of Trained Member of the Cooperative.

5. Data Analysis of information in FGD and Case Studies

5.1. Focus Group Discussion (FGD)

Two separate Focus Group Discussions (FGDs) were carried out: one involving JF personnel, and the other involving women entrepreneurs who operate shops/stalls at Rapa Plaza:

5.1.1 Focus Group Discussion (FGD)-1:

A Focus Group Discussion (FGD) was conducted with Joyeeta Foundation (JF) employees on January, 2022, at the JF office in Dhanmondi, Dhaka. The discussion involved twelve personnel with diverse roles within JF. Participants highlighted the need for JF to encourage product diversification and introduce new entrepreneurial approaches, moving away from the current focus on extinct, traditional, and artistic products made by marginalized women beneficiaries. They emphasized the importance of a partnership-based business strategy and the creation of spaces for women entrepreneurs at the grassroots level to strengthen partnerships.

Suggestions included opening registration facilities for all entrepreneurs to ensure quality, prioritizing decentralized market strategies, focusing on product diversification for added value, establishing display spaces for traditional products, and developing infrastructure at the district level to support business operations. Participants stressed the significance of a dedicated innovation and development unit to ensure sustainable business practices. The formulation of a 'SOP' (Standard Operating Procedure) for marketing management and the development of a Joyeeta product marketing campaign were also recommended to establish a Joyeeta brand.

Regarding Women Entrepreneur Associations operating at Rapa Plaza, participants suggested closely assessing their potential for the future and potentially providing them priority to do business in the proposed 12-story tower building if feasible. The FGD highlighted JF's commitment to sustainability, considering extending its activities to the grassroots level and disseminating registration information widely to address the lack of awareness about the registration procedure among women entrepreneurs. Decentralization of activities at the district, Upazila, and Union levels was emphasized to involve marginalized individuals in entrepreneurship through a partnership approach, thereby fostering a sense of ownership and membership within the Joyeeta network.

5.1.2 Focus Group Discussion (FGD)-2:

In a Focus Group Discussion (FGD-2) held with Joyeeta Foundation's women entrepreneurs on November, 2022, at Rapa Plaza in Dhanmondi, around twenty participants unanimously praised Joyeeta Foundation for providing a platform for women entrepreneurs of all business sizes. They highlighted the limited scope of Joyeeta's activities within the capital city, calling for broader coverage, increased product diversification, and improved marketing. The entrepreneurs emphasized the importance of an open business environment accessible to all entrepreneurs across the country, free from economic, political, and social status constraints.

Entrepreneurs expressed a desire for expanded publicity, modern marketing methods, and enhanced product development support, including the introduction of production houses, sample units, and professional designers. They emphasized the significance of visiting entrepreneurs' production areas, increasing product quality, and facilitating job creation in rural areas. The entrepreneurs suggested participating in trade fairs for business growth and sought JS support for international product promotion.

Respondents recommended a focus on both offline and online marketing, particularly through strengthening e-Joyeeta. They proposed grants for future business development, advanced skill training, and encouraged valuable feedback to improve the business platform.

5.3 Case Studies:

The study examines three case studies as representative samples. While they share similar challenges, their resilience to overcome these challenges is commendable. However, their progress remains limited due to a lack of proper mentoring and guidance. Both organizational efforts and individualized approaches are crucial for empowering economically disadvantaged women to engage in entrepreneurship. These case studies offer insights into the vulnerabilities and hardships that women and their children endure, underscoring the importance of the Joyeeta Foundation's role in identifying and nurturing future entrepreneurs.

5.3.1. Case Study- 1

Sabina Yasmin, Women Entrepreneur, Joyeeta Foundation

Sabina, an ordinary woman entrepreneur, found her path to success through her journey with the Joyeeta Foundation (JF). Her story began with early marriage and motherhood, followed by marital struggles and divorce due to issues like poverty, gender inequalities, and family disputes. Despite hardships, Sabina's determination led her to start a small business with her sister, initially participating in trade fairs to sell her products.

Sabina's encounter with JF transformed her entrepreneurial journey. Registering with JF boosted her product sales and customer response, motivating her to envision a prosperous business future. Participating in JF workshops, particularly a design workshop, enhanced her skills and enabled her to create new clothing designs, leading to increased sales and local recognition. Sabina aimed to expand her business globally and shared her knowledge with other women entrepreneurs in her village.

With her success, Sabina aspired to empower illiterate and disadvantaged women, planning to establish a production house to provide job opportunities. She expressed gratitude to JF for providing her with a platform for growth and education, acknowledging that without it, her progress wouldn't have been possible. Sabina hoped to contribute to the Joyeeta tower project and sought government support to further empower rural women. Her journey highlighted the transformative impact of JF on women's lives and their aspirations.



Figure 18: Women are embroidering at Ayesha-Abed Foundation, Manikganj

5.3.2. Case Study-2

Mukta Akter, women worker/supervisor, Sub-centre (Sadar Upazila), Ayesha-Abed Foundation, Manikganj

Mukta Akter, a mother of two sons, faced a series of challenges due to her husband's health issues and financial difficulties. Her husband, an expatriate returnee, suffered a brain stroke, leaving her as the sole provider for the family. They had to sell their last piece of agricultural land to support his overseas job, but he returned home without any remittance, further worsening their financial situation. Mukta, a homemaker from a village, took on the responsibility of caring for her husband, children, and in-laws, and began working at a sub-center of Ayesha Abed Foundation (AAF) to make ends meet.

Starting as a worker in stitching and embroidery, Mukta's income was initially just enough for survival. Over time, she progressed to becoming a supervisor of other women workers. Despite gaining knowledge about lifting herself out of poverty, her responsibilities and lack of financial resources prevented her from starting her own business. The COVID-19 pandemic hindered opportunities for financial advancement, leaving her stuck in a cycle of poverty. She highlighted the neglect of her economic potential both by the government and her current employer, despite her long-term engagement in stitching and embroidery.

Mukta's story exemplifies the struggles faced by marginalized individuals like her, where despite determination and skill, economic opportunities and support remain limited, trapping her in a cycle of poverty.



Figure 19: Women are making products at AAF, Manikganj

5.3.3. Case Study-3

Fatema Yasmin, Women Entrepreneur, Angona, DWA

Fatema, a primary school teacher in Faridpur district, leads a dual life as both an educator and an entrepreneur. In her teaching role since 2001, she has closely interacted with families in her village and observed their struggles due to economic hardships. Despite facing financial constraints, parents are determined to provide education for their children, hoping for a better future. Inspired by mothers who shared their challenges with her, Fatema decided to take action.

Partnering with these women, she initiated a small business, working alongside them in a factory. She began selling products at trade fairs, starting her journey as a woman entrepreneur. Learning about the Department of Women's Affairs, she registered her business under 'Angona'. This affiliation led to increased sales and positive customer responses, motivating her to further expand her business and dream of becoming a successful woman entrepreneur.

Looking ahead, Fatema envisions enhancing product quality for future growth. She suggests that with support from 'Angona' in areas such as product design and financial assistance, they could elevate their offerings and brand. She believes that her own success could pave the way for the transformation of other struggling women in her village, underscoring the impact of entrepreneurship on empowering women and improving livelihoods.



Figure 20: Women are making products at AAF, Manikganj

6. The Suggested Cooperative Business Strategy and its Operational Plan

6.1.1. Operational and Business Approach Importance:

- Operational or business approach is crucial for new and established businesses.
- Prerequisite for both profit-oriented and philanthropic organizations.

6.1.2. Feasibility Study:

- Businesses should conduct proper pre-feasibility and feasibility studies before starting ventures.
- Consultancy developed a realistic and sustainable partnership approach for JF with WEAs/IWEs.

6.1.3. Inclusive Approach:

- Adopted an inclusive approach to accommodate IWEs and WEAs.
- Motto of "Leaving No One Behind" followed to align with development plans and UN-SDG 2030.

6.1.4. Business Approach for Display & Sales Centre:

- Advertise to attract entrepreneurs for online/offline registration.
- Entrepreneurs receive Joyeeta Foundation registration, induction training, and membership card.
- Product selection by Product Identification, Selection & Quality Assurance Team (PISQAT).
- Collaboration among Display and Sales Team (D&ST), A&PT, ITNT, R&DT, etc.

6.1.5. Business Approach for Food Court:

- Similar registration procedure for food court entrepreneurs.
- Guideline for rotational business to accommodate more entrepreneurs.
- Food and Restaurant Management Team (F&RMT) monitors quality, compliance, and branding.

6.1.6. Other Business Operations:

- Operational guidelines for Café, Gymnasium, Swimming pool, Conference, Auditorium, etc.
- Café & Facilities Management Team (C&FMT) responsible for revenue generation.

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