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Editor's Note

Hortex Foundation has mandate for development of value chains, promotion of marketing of different agricultural produces both for domestic and export market in order to generate income and employment of the farmers. About 100 types of fruits and vegetables are being exported from Bangladesh to more than 40 countries in the world supported by Hortex Foundation. Export of fresh fruits and vegetables from Bangladesh significantly increased from 51 million US\$ in FY2008-09 to 210 million US\$ in FY2013-14, and the amount of fresh fruits and vegetable exported during this period has increased from 24630 tons to 92680 tons.

However, our major markets for fruits and vegetables in the Middle East, European Union and Far East countries are becoming gradually competitive as the Asian countries like India, Malaysia, Pakistan, Sri Lanka, Thailand and some African countries like South Africa, Mauritius, Ghana, Kenya are penetrating into these markets with improved technology, packaging and better marketing skill. Maintenance of quality is the major problem in increasing the fresh fruits and vegetables export from Bangladesh. Hortex is helping farmers, traders and exporters to improve the quality of produces.

Bangladesh agriculture is rapidly transforming into commercial farming with diverse production of high value crops. There is a strong demand for investment in the sector for development of market and value chains, speed up dissemination of technology and enhancing institutional capabilities to deliver essential services to the small farmers, traders, exporters and other stakeholders involved in the supply chain. Hortex needs to be scaled up and transformed into a Center of Excellence to shoulder greater responsibilities for delivering value chain development services, improving market linkages of the small farmers, entrepreneurship development and export promotion.

In order to transform Hortex as a Center of Excellence, key strategies and interventions have been designed through consultation with different stakeholders. It is important to arrange an endowment fund amounting 25 million US\$ from Development Partners to support strengthening Hortex as a Center of Excellence.

Investment in such institution building would have a high social rate of returns and pay-offs since large number of small and marginal farmers are suffering in absence of adequate value chain development services and would be benefited largely through sustainable development of value chain development institute (Hortex), working at the central, regional and grass root levels. The development partners should come forward to support and mobilize an endowment fund in favor of Hortex Foundation.

Strengthening Hortex as a Center of Excellence for Value Chain Development

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Introduction

Horticulture Export Development Foundation, in short, Hortex Foundation was established in 1993 at the patronage of the Ministry of Agriculture, Government of the People's Republic of Bangladesh, as a "not for profit" organization for delivering the facilitating services for value chain development and export promotion of different agro-commodities. It supports capacity building for farmer-market linkages in domestic market and creating opportunities for direct exporter-importer linkages to facilitate the export of high value agro-commodities. It renders services in the quality production, quarantine pest management, proper sorting, grading, packaging, cool chain management, sanitary and phyto-sanitary measures, market intelligence support, trial shipment and human resource development.

Hortex is working to promote export of different high value high quality agro-commodities in the mainstream market of Europe and North America in addition to the ethnic market. Some requirements to enter into mainstream market are adoption of Good Agricultural Practices (GAP), traceability, strict compliance of sanitary

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and phyto-sanitary measures including good packaging. Hortex had already taken initiative to formulate BanglaGAP principles and protocols with the Ministry of Agriculture, Government of the People's Republic of Bangladesh.

Hortex has been gained sound experiences and synergies for implementing different projects on value chain development and market linkage improvement of small farmers, enhancing agricultural productivity, export promotion and reducing poverty. Hortex Foundation in the past successfully completed five projects funded by Government of Bangladesh (GoB) and different Donor Agencies like the World Bank, European Union. At present, Hortex is implementing Supply Chain Development Component (SCDC) of National Agricultural Technology Project (NATP) since 2008 funded by the World Bank, IFAD and GoB with the aim of improving market linkages of small and marginal farmers and developing value chains of high value agro-commodities like fruits, vegetables, flowers, livestock and fisheries. Recently, Hortex is implementing a new sub-project "Development of Food Control Guidelines and Pilot Implementation across the Horticultural Value Chain" from October 2014 funded by FAO-FSP in 25 upazilas of Bangladesh. The present paper describes the strategy of transforming Hortex Foundation into a Center of Excellence for value chain development in Bangladesh.

Potentials & challenges of Hortex Foundation

Bangladesh agriculture has made a tremendous progress over the past four decades. Food production has been increased significantly from around 15 million tons in 1971 to 38.35 million tons in FY2013-14. Bangladesh agriculture is transforming from low input subsistence to commercial agriculture with higher level of input use and high value produces. Although Bangladesh achieved self-sufficiency in food grain but yet a lot of supports are needed for transforming agriculture towards commercial farming with development of value chains, minimizing postharvest losses, promoting group marketing and contract farming, enhancing transportation and storage facilities, capacity development for food quality & safety, promoting entrepreneurship and improving market linkages of the smallholder poor farmers and promoting exports. Hortex Foundation has been in active operation for about 18 years from its inception and now the Foundation is actively involved in capacity development and delivering the facilitating services in these regards.

Achievements of Hortex Foundation

It may be mentioned here that export of citrus fruits like *Jara lebu*, *Ada lebu*, *elachi lebu*, *Satkora*, Pummelo to EU market were restricted for citrus canker (*Xanthomonas axonopodis* pv. *Citri*), black spot (*Guignardia citricarpa*) and leaf spot fungal disease (*Cercospora angolensis*) infection during year 2008 to 2011. Hortex took initiative to solve this problem and developed a technology on

postharvest management of lemon treated by Sodium Orthophenyle Phenate (Hortex imported SOPP from China) through collaboration with BARI, DAE and made some trial shipments to UK and France along with exporting agencies.



Zara lemon processing by Sodium Orthophenyle Phenate for trial export to UK under close supervision of Hortex Foundation, BARI & DAE officials at Hazrat Shahjalal (R.) Int'l Airport, Dhaka on Nov. 03, 2011

In line with this issue, a four members study mission headed by Mr. C. Q. K Mustaq Ahmed, Secretary, Ministry of Agriculture, Government of Bangladesh & Chairman, Hortex Foundation visited UK during 18-26 September 2011 and the mission facilitated by High Commission of Bangladesh in UK for discussion with the Department for Environment, Food and Rural Affairs (defra), the Food and Environment Research Agency (FERA), Bangladesh Importers Association UK (BiA) pertaining to the quarantine restriction of citrus fruits for canker, black spot, leaf spot infection and also cucurbitaceous vegetables for *Tephritidae* (Fruit flies) and *Thysanoptera* (Thrips) infestation, yard long bean for Thrips and Pod borer infestation.



Discussion meeting with the defra officials, UK in 2011 to solve quarantine restriction of citrus fruits

Dr. S.M. Monowar Hossain, Managing Director, Hortex Foundation taking part in the dialogue highlighted the objectives of the study mission as well as some actions already taken by the Government of Bangladesh to address the quarantine issues particularly of citrus and some cucurbitaceous vegetables. He distributed the country paper “*Export of High Value Crops from Bangladesh*” to the UK officials. In this paper, agriculture at a glance, current export status, trade barriers and actions taken to address the special requirements of defra according to Council Directive 2000/29/EC on Citrus Pest Management. After the study mission, Bangladesh could open again export of lemons to the EU countries from November 2011.

Hortex Foundation is working jointly with Taiwan Food and Processing Industry Ltd. for first time export of canned pineapple from Bangladesh to China and also organized contract growers at Sherpur for exporting canned baby corn to Taiwan and China. The Foundation is working with Toyota Tsusho Corporation for dried jute leaves export to Japan. Hortex recently working with Dole Asia Holdings Pte. Ltd. (Singapore) and Itochu Corporation (Japan) for banana, pineapple, mango and papaya export to Japan, China, Singapore and Middle East countries.

The Foundation signed MOU with Square Consumer Products Ltd. (now it is Square Food and Beverage Ltd.) developing contract farming/group farming system and disseminating agricultural knowledge and updated production technologies adopting Good Agricultural Practices (GAP), Food Safety & Postharvest Management, Traceability and Marketing Intelligence Support for promotion of high value agro-commodities both in domestic & export markets through collaboration between Hortex and Square.

In the past Hortex worked as facilitating service providers for private sector development through providing training for agribusiness development, technical support for postharvest handling, packaging development, processing, cool chain management, piloting supply and value chain management, market information sharing etc. Hortex has remarkable achievements in value chain development. Achievements of Hortex had been documented in various reports, pamphlets, newsletters and daily news papers.

Some highlights of achievements and success of Hortex Foundation are:

- Developed supply chain of 16 crops from production field to international markets.
- Supported export about 5000 tons of fresh produces and 300 tons non-traditional item (French bean) in EU and Middle East countries.
- Assisted more than 5890 farmers in the quality production and marketing of fresh produces through Good Agricultural Practices (GAP) including postharvest management.
- Supported export of 1550 tons frozen vegetables to EU and USA.
- Supplied Hortex developed packaging materials to the producers and exporters.
- Piloted cool chain management services to entrepreneurs and exporters.
- Developed linkages among producers, entrepreneurs, exporters, processors and retailers.
- Assisted 6000 farmers for diversifying their exportable products.
- Organized 82 workshops for awareness development about GAP, postharvest management and export marketing requirements.
- Organized 300 seminars/workshops/training for creating awareness about Sanitary & Phytosanitary measures (SPS)/Technical Barrier to Trade (TBT) issues related to WTO and other international standards.
- Supported 41 private entrepreneurs in 15 international events.
- Maintained a database on fresh produce production and exports from Bangladesh.

Hortex Foundation has made a good progress through implementation of Supply Chain Development Component (SCDC) of National Agricultural Technology Project (NATP) during year 2008-14 to integrate marginal and small farmers and agribusiness enterprise into modern value chains by promoting more equitable chain governance and local market linkages of high value commodities like fruits, vegetables, flowers, cattle, dairy and fisheries. The objective of the component is to increase value addition and diversify sources of income with steps-up the efficiency for the project beneficiaries through supply chain networking.

Alternative approaches to strengthening of farmer-market linkages have been tested under SCDC for mainstreaming under subsequent phases of the program. It has developed a business model by linking public extension agencies of Department of Agricultural Extension (DAE), Department of Livestock Services (DLS) and Department of Fisheries (DOF), entrepreneurs, traders, processors, exporters and farmers’ organization - Common Interest Groups (CIGs) and Producers Organizations (POs) for extension and research support for production, financial services and linkages with the marketing organizations.

Hortex has piloted and established a network of 25 Commodity Collection and Marketing Centers (CCMCs) and shortened 2 segments (*faria* and collector) in the value chain. The SCDC of NATP, Hortex has developed 62 high potential value chains in 20 upazilas in 13 districts across the country and provided supports for postharvest management, improvement of market linkages and enterprise development activities. Thirty four technologies were demonstrated and training of CIG farmers were organized through CCMCs in project sites for development of market linkage of the farmers.



Packing graded teasel gourd in plastic crates supported by SCDC of NATP (Phase-I), Hortex Foundation

Seedless lemon of CIG farmers from Delduar and Moulvibazar has been exported to Singapore, Malaysia, UK and France. Now, it is necessary to scaled up proven technologies for improving market linkages, minimizing postharvest losses, entrepreneurship development and value chain development.

Challenges

Bangladesh agriculture is transforming towards commercialization with production of high value produces. But there are a number of problems facing the small and marginal farmers. There is a strong demand for investment in the sector for development of market and value chains, speed up dissemination of technology and enhancing institutional capabilities to deliver essential services to the small farmers, traders, exporters and different supply chain actors for developing demand led value chains and enhancing market linkages of the small and marginal farmers.

Necessity of transforming Hortex into a Center of Excellence in Bangladesh

Scaling up of the supply chain activities will require a highly effective responsive value chain development institution, capable for developing a clear and shared vision with all concerned stakeholders including public line agencies as well as fully aligned with the needs of the country for value chain development services.

Hortex suffered inadequate human and financial resources addressing the present needs of Bangladesh. To address the above issue, Hortex will require: (i) need based institutional capacity development and transforming the Foundation as a Center of Excellence and (ii) facilitate public-private partnership developing market linkages and value chains of high value agro-commodities.

At present, the expenditure related to the establishment and carrying out different activities of Hortex Foundation

is mainly borne by the bank interest received from the FDR of BDT 50 million as seed money given to Hortex Foundation by the Government of Bangladesh in 2003. However, Hortex Foundation is facing difficulty to render all the required services to the different stakeholders as per objectives of the Foundation due to limited fund and manpower.

Strategy for strengthening Hortex as a Center of Excellence

Goal

Integrate small and marginal farmers and agribusiness enterprises into modern supply chains by promoting more equitable chain governance and develop market linkages for high value agro-commodities promoting commercial agriculture to boost domestic markets, exports, farmers' income and national economy.

Mission

- i. Agribusiness development with high value high quality agro-commodities for domestic and export markets.
- ii. Small and Medium Enterprises (SMEs) development through private sectors.
- iii. Promotion of high value high quality agricultural production following different international standards.
- iv. Promotion of contract/group farming system following FARM to MARKET approach.
- v. Promotion of low cost postharvest management technologies.
- vi. Development of efficient supply and value chain management.
- vii. Development of sustainable agriculture and environment management following IPM, ICM including compliance of sanitary and phyto-sanitary measures.
- viii. Ensure market intelligence support promoting domestic and export business.
- ix. Human resource development.
- x. Employment generation, poverty alleviation and overall farmers' empowerment.

Vision

Development of value chains of high value agro-commodities through promotion of commercial agriculture system in Bangladesh both for domestic and export market that will enhance market linkages of the smallholders, raise farm income and productivity.

Objectives

- i. Strengthen farmer-market linkages.
- ii. Promote good agricultural practices.
- iii. Promote contract/group farming techniques enhancing quality agricultural production and productivity
- iv. Promote entrepreneurship development for growth of sustainable agribusiness with high value agro-products.
- v. Improve postharvest management practices with development of efficient supply, packaging, cool chain and value chain management.

- vi. Development of Small and Medium Enterprises (SMEs) and support private entrepreneurs for promotion of agribusiness.
- vii. Improve IPM, ICM and sanitary and phyto-sanitary compliance of value chain actors for sustainable agriculture and environment management.
- viii. Support supply chain knowledge management, information sharing and providing market intelligence support to the producers and exporters.
- ix. Sustainability of commercial agri-business through research and development linkages.
- x. Alleviation of poverty through agribusiness and export promotion.

Specific outcomes

- i. Established Hortex as a Center of Excellence for value chain development.
- ii. Enhanced adoption of improved and sustainable value chain practices.
- iii. Enhanced promotion of sustainable good agricultural practices.
- iv. Enhanced good trading practices of high value agro-products.
- v. Increased availability of quality and safe produces/food.
- vi. Established value chain network and sharing of updated agricultural technology, knowledge and information.
- vii. Enhanced country's export earnings. Export potentials of fresh as well as processed/frozen agro-commodities are enhanced to earn more foreign currency.
- viii. Enhanced entrepreneurship development facilities for improved access to inputs through supporting private sectors.
- ix. Improved livelihoods opportunities from postharvest loss minimization, agro-processing, value addition and improving farmer- market linkages through scaling up.
- x. Management of CCMCs/Rural Business Centers, CIGs, POs, value chain actors, contracting and investment.

Key interventions to transform Hortex into a Center of Excellence

A. Strengthening institutional capacity

Scaling-up the supply chain activities will require for an effective and responsive coordinating institution, capable of developing a clear and shared vision with all concerned stakeholders and efficient delivery of desired value chain development services. This will require a need based institutional capacity development. This capacity development should be in terms of human resource, infrastructure, technical and physical facilities. These include:

- i. Establishment of 4 Regional Centers to address regional-level value chain development activities and problems closely and efficiently.
- ii. Horizontal and vertical up scaling of value chain development activities.
- iii. Enhance transportation facilities, cool chains, storage systems, equipments and logistics.

iv. Construction of Hortex Head Office Building. A 10 storied building will be constructed as Head Office of Hortex. This building will be equipped with modern office cum business facilities. A part of this complex will be rented for commercial purposes (such as venue for business conference/workshop, seminar, training, chain shops, financial institution, chamber of commerce, trade facilitation). Thus, it will be a source of long term sustainable income of Hortex and will be utilized for operational cost of the Foundation.

v. Human resource development: Hortex will build on experiences and synergies of NATP1 and have a plan for sustainable development of its human resources for catering delivery of demand led value chain development services for long term. A group of experts (10 nos.) are working for value chain development services. Recently, it has brought a change in its top management, and recruited a reputed Managing Director, a Supply Chain Knowledge Management Expert and a Business Development Expert. Governing Body of Hortex Foundation approved its Revised Organogram with personnel at different capacities and expertise (Horticulturist, Agricultural Economist/Agribusiness specialist, Environmental expert) to strengthen delivery of services for value chain development. These positions should be gradually filled up by recruiting reputed experts through open competition for strengthening Hortex and should be need based.

Management of endowment fund

For sustainable development of a value chain related development institute and generation of long term of useful social services would require a longer time path of development and needs adequate investments. It is necessary to have an endowment fund to facilitate a long term seed money deposit for generating income and would enable Hortex to meet its operational expenses for sustaining value chain development activities for long term. It is important to arrange an endowment fund of 25 million US\$ from Development Partners (DPs) supports for strengthening Hortex as a Center of Excellence. The idea of utilizing the fund is that only bank interest of the proposed endowment fund will be spent for strengthening Hortex Foundation as a Center of Excellence. Investment in such institution building would have a high social rate of returns and pay-offs since large numbers of small and marginal farmers are suffering due to inadequate value chain development services and would be benefited at large through sustainable development of value chain development institute working at the central, regional and grass root levels.

B. Increase operational efficiency and coordination with different stakeholders

During NATP1, Hortex developed a business model of establishing linkages of research, extension, farmers, traders and other value chain actors through signing MOU and contracts. It has good achievements and success in terms of technology development and value chain improvement and lessons learned. Hortex will be required

to upscale horizontally as well as vertically to deliver demand led value chain development services in the target upazilas of extension agencies. CoE will be transformed into a very efficient and effective organization for value chain development services. Good governance, accountability, effective leaderships and group participations, well managed committed team of experts with right culture and climate will stimulate high quality outputs and performance from activities.

C. Communication and information sharing

A well designed website will be established for basic communications, sharing publications of the center, news updates, sharing of information and advocacy functions easily amongst target audiences. Also a documentation center will be established at the Head Office.

D. Sustainability

The issue of sustainability is an important concern in the development of CoE for value chain development services in the country. The Government (Ministry of Agriculture) and Development Partner (s) are to be involved in the creation and the development of the CoE based on the needs of value chain development services of the country. The structure will be matched to enable CoE for delivering adequate value chain development services efficiently and in a sustainable way. It is expected that the DAE, DLS, DOF, DAM may be key partners in the launching of CoE, along with hosting Ministry of Agriculture and Development Partners, will work for its sustainability for long term.

E. Enhancing value chain development activities

The Hortex Foundation has been developed and demonstrated some technologies for value chain improvement and improved supply chains through implementation of Supply Chain Development Component of NATP1. Up scaling of these will generate greater benefits to the farmers, traders, exporters and entrepreneurs as well as to the economy.

F. Enhancing legal and policy environment

Hortex will work as national think tank and provide advisory & specialized services, agribusiness development, regulatory & policy support, enhance legal environment for agribusiness promotion along with agriculture related reform in areas of agricultural policy, empowerment of farmers & women, agricultural & rural credit policy and program, food security, food quality and safety management consistent with the GAP, GMP, SOP, HACCP, SPS.

Financial proposal

An Endowment Fund of Tk. 195 Crore (25 million US dollar) has been proposed for strengthening Hortex Foundation and transforming it as a Center of Excellence for value chain development in Bangladesh. This Endowment Fund will be deposited in a bank in 2015 as seed money for generation of cash flow of interest earning

for long period of time. After completion of NATP2 in the year 2021, the Center of Excellence (Hortex) will own all resources and network developed during NATP1 & NATP2 and will continue to operate and deliver value chain development services in a sustainable way. Annual inflow of cash generated from interest earning of the Endowment Funds will be utilized for this purpose.

The interest earning of first five year (Tk. 1170 million) will be utilized for generating 2 more asset products. **Firstly**, a part of earning (Tk. 966 million) will be used for construction of 10 storied building as Head Office of Hortex during 2021-25. A part of this complex will be rented for commercial purposes. Thus, it will be a source of long term income generation for Hortex. **Secondly**, the remaining portion of earning of first five year (Tk. 204 million) will be deposited in a bank as seed money. The annual interest earning of this seed money will be used as Agricultural Innovative Fund (AIF) for market linkage and entrepreneurship development. Also Hortex has been managing another fund of Seed Money Tk. 50 million received from the Government of Bangladesh and generating an annual interest earning of about Tk. 5 million and are utilizing for activities of Hortex.

It is revealed that utilizing the annual earnings of the seed money, Hortex could be strengthened as a Center of Excellence and deliver value chain development services sustainably and at the end of 15 year tenure would generate a good turn around deposit of Tk. 3136 million. The net increase of fund will be Tk. 1186 million. This increased amount could be further mobilized as seed money and Hortex would be able to upscale its activities.

Expected benefits of endowment fund

The financial support to Hortex Foundation in the form of endowment fund will provide some tangible and intangible benefits to the different stakeholders involved in production, transportation, domestic and export marketing. Some of the benefits are highlighted here:

- i. Institutional capacity of Hortex Foundation in respect of more manpower and necessary logistic support facilities will be enhanced and Hortex will be transformed as a Center of Excellence. It will own resources and network of NATP1 and NATP2 and will be able to deliver value chain development services sustainably.
- ii. Productivity and quality of the fresh fruits, vegetables including other agro-commodities will be improved due to introduction of appropriate technology, demonstration and training of the farmers. This will in turn improve the livelihood of farmers, traders and exporters due to more income.

- iii. Post-harvest losses of fruits, vegetables and other agro-commodities from the origin to the point of destination both in the domestic and foreign market will be minimized at least 10% from 20% due to improved packaging and handling practices and cool chain management support.
- iv. New product like herbs, honey, flowers, jute leaves, baby corn, mushroom, organic products, *Halal* meat, dairy products and different value added agro-commodities will be promoted both for domestic and export markets.
- v. Quarantine pest control measures will facilitate to overcome the technical barrier due to promotion of Integrated Pest Management (IPM), Integrated Crop Management (ICM) and awareness building among the farmers as well as traders and exporters.
- vi. Market intelligence support including the development of Hortex's dynamic web portal will improve the export of agro-commodities through participation of existing exporters and new exporters.
- vii. Participation of exporters with the assistance of Hortex Foundation in Trade Fairs in different countries (EU, Middle East, Far East, North America) will enhance the export of high value agro-commodities.
- viii. Farmers, traders, packers and exporters involved in the supply chain will be directly benefitted through training program of Hortex related to quarantine pest management, postharvest handling (sorting, grading), proper packaging and marketing.
- ix. Workshop, seminar, expert consultation meeting relating to production and export oriented current issues/concerns will create awareness among the different stakeholders.
- x. Hortex is currently working with the Ministry of Agriculture, Bangladesh Agricultural Research Council (BARC), Bangladesh Agricultural Research Institute (BARI) and Department of Agricultural Extension (DAE) to develop protocol for BanglaGAP keeping harmonization of GlobalGAP. Introduction of GAP and Traceability along with improved packaging system will facilitate to enter into the mainstream market of European Union and North America with quality products of high value agro-commodities.
- xi. Currently, Hortex is publishing quarterly newsletter, booklets and pamphlets on issues relating to crop production, pest management, domestic and export marketing, value chain analysis. This scope of publishing quality printing materials on different topics (need based) will be further improved due to more fund availability.
- xii. Export volume of fruits, vegetables, potato and other high value agro-commodities will improve at least 20% from present situation.

Hortex news in brief



The 93rd meeting of the Governing Body of Horticulture Export Development Foundation (Hortex Foundation) was held on Tuesday, 17 December, 2013 at its conference room under the Chairmanship of Dr. S M Nazmul Islam, Secretary, Ministry of Agriculture, Government of the People's Republic of Bangladesh and Chairman, Hortex Foundation. The meeting discussed on various administrative issues and policy directives were given.

Production and marketing advisory services

In the reporting period October-December 2013, the Foundation provided production and marketing (24 nos.) oriented support services to the different entrepreneurs, producers, exporters, NGOs and cool-chain transportation (66 round trips for six companies) support for different business organizations. The notable among the recipients including marketing services are:

<i>Service recipients with date</i>	<i>Service provided on</i>
Mr. Shamsul Islam Khan, Fresh and Safe Agro Ltd., Dhaka (October 03, 2013)	For banana marketing in Dhaka City by paper carton, provided 07 pictures of banana food graded standard with virgin pulp packaging and its specifications usually used by Philippine exporters during export as 13.7 to 13.8kgs weight/box.
Mr. Mohammed Nurul Hoque, Chairman & CEO, Agro Asia Impex Ltd., Naya Paltan, Dhaka (October 03, 2013)	He was given services of information and technology support on fresh pineapple postharvest management system during export from Modhupur to Dubai market. For successful banana export, also provided findings of study (BARI-Hortex) on shelf life of green banana, postharvest handling including hot water treatment technology.
Mr. Faisal Rahman, BNM Corporation Ltd., Shyamoli, Dhaka (October 06, 2013)	As a new exporter of fruits, vegetables and dry food, he was given buyers information of UK, Belgium and full set of Hortex publication and linked with SCDO's of Savar, Belabo and Delduar collecting vegetables to supply superstores at Dhaka City.

<i>Service recipients with date</i>	<i>Service provided on</i>
Md. Ruhul Amin Howlader, Proprietor, One Trade Associates, Mirpur, Dhaka (October 06, 2013)	As a new entrepreneur, linked with Bengal Meat supplying beef meat, Maa Moni Krishi Khamar, Ishwardi for papaya seeds and Square Tissue Culture collecting tissue culture plantlets of banana (var. sagar).
Squadron Leader Md. Moniruzzaman (Rtd.), Proprietor, Zaman Enterprise, Kuril, Dhaka (October 08, 2013)	As a new exporter, linked with Mr. Monjurul Panchbibi (Joypurhat) Association and SCDO's of Belabo, Shibganj and Savar collecting stolon of taro, palwal, and teasel gourd for export to UAE, Italy and Malaysia. Then he exported potato and vegetables to Malaysia according to Hortex advisory services.
Mr. Shafiqur Rahman, Executive Director, SEHAF-Bangladesh, Savar (October 09, 2013)	He was linked with Squadron Leader Md. Moniruzzaman (Rtd.), Proprietor, Zaman Enterprise, Kuril, Dhaka for supplying fresh palwal, teasel gourd for export to Malaysia.
Ms. Rahat Banu Stamford University, Dhaka (October 24, 2013)	She was given export status of cut flower & foliage, shrimp, potato, frozen food and reports on export problems of fruits and vegetables in Bangladesh.
ATM Hasan Mamun, Dhanmondi, Dhaka (October 29, 2013)	As a new entrepreneur, provided guidelines regarding marketing of minimally processed vegetables at superstore of Dhaka City and also given directions of betel nut export to Qatar and Saudi Arabia from Magura district.
Harun-Ar-Rashid Quadri, Proprietor, Total Agro Export Co., Green Road, Dhaka (Nov. 07 and Nov. 12, 2013)	He was given buyers address in UK with Tesco, Asda, Cooperatives web address and EU market requirements exporting long bitter gourd to Germany. Also provided web address i.e. www.trademap.org on trade statistics for international business development analyzing market and export potential assessment producing reports on international trade flows, identifying buyers using online application as per every product based on HS code to and from almost every country.
Md. Shoaib Choudhury, Director, DCCI, Dhaka (Nov. 12, 2013)	He was given list of exportable horticultural crops, export status of fruits, vegetables & frozen food including problems of fruits & vegetables in Bangladesh for promoting export.
Md. Omar Faruk, Proprietor, Classic Engineering, Mohammadpur, Dhaka (Nov. 12, 2013)	As a new exporter, provided guidelines entering export market in Malaysia with chilli, bitter gourd, lemon, mango, pineapple maintaining product quality, supply chain & postharvest management. He was given full set of Hortex publication developing knowledge.
Md. Kamal Nasir MD, MB Int'l Pvt. Ltd., Fakirapool, Dhaka (Nov. 14, 2013)	As a new exporter, provided business guidelines exporting fruits & vegetables to China, Hong Kong Singapore at his RMG buyers. He was given export cost analysis of chilli and Hortex publication.

<i>Service recipients with date</i>	<i>Service provided on</i>
Mr. Avik Das, Proprietor, A&A Enterprise, West Raza bazar, Dhaka (Nov. 18, 2013)	Linked with Md. Asaduzzaman Shahin, Ghent University – KU Leuven, Belgium for exporting litchi, mango and papaya from Bangladesh.
Mr. M S Rahman, Deputy Secretary, Ministry of Commerce, GOB (Nov. 24, 2013)	Provided status of organic farming in Bangladesh including article on export promotion strategies of organic produces jointly written by MD, Hortex and Mitul K. Saha, AGM (Marketing), Hortex.
Md. Mynul Islam, Executive Director, K&K Agro, Mirpur, Dhaka (Nov. 28, 2013)	He was given advisory services on quality vegetables, milk, fish production and marketing strategies from his Jessore farm to Dhaka City and also supply to the fresh produce exporters.
S M Rahman, Proprietor, Fawaki Tariya Enterprise, Sutrapur, Dhaka (Dec. 04, 2013)	As a new exporter, provided business guidelines exporting fruits & vegetables to France. He was given services on business plan, documentation process, export cost analysis, air freight, buyers info and possible purchase point collecting fruits & vegetables for export.
Ln. Abdul Baten Bhuyan, Director, Sabily Ltd, Kalyanpur, Dhaka (Dec. 08, 2013)	As a new exporter, advisory services provided on fruits and vegetables export strategy to Geneva, Switzerland.
Dr. Helga Willer, The Research Institute of Organic Agriculture FiBL, Frick, Switzerland (Dec. 17, 2013)	As requested officially, delivered country report about organic farming in Bangladesh for annual publication of book 2013 on “The World of Organic Agriculture – Statistics and Emerging Trends”.
Square Consumer Products Ltd. (SCPL), Dhaka (Dec. 17, 2013)	Linked with K M Sendhil Alagendran, Om Sri Exports Tamil Nadu, India exporting spices, pulses and fruit pulp from Bangladesh.
Dr. G.P. Das, Country Coordinator, Agricultural Biotechnology Support Project II, Uttara, Dhaka (Dec. 19, 2013)	Provided fruits, vegetables, brinjal, potato, cut-flower & foliage, frozen fruits & vegetables among others export status including reports on overview of Bangladesh economic & financial developments and list of exportable horticultural crops in Bangladesh.
Md. Shahabuddin Choudhury, MD, Shotej Bangla Co. Ltd, Dhaka (Dec. 22, 2013)	As a new exporter, he was given advisory services on vegetables (green beans, peas, cauliflower and chopped spinach) export strategies to Australia. Linked with Commercial Counsellor of Bangladesh in Australia.
Dr. Md. Mahbubur Rahman Khan, GM, A.R. Malik & Company (Pvt.) Ltd., Dhaka (Dec. 23, 2013)	For agro-commodity export diversification in new market, he was given estimated export cost (FoB) analysis of dried jute leaves exporting to Thailand from Bangladesh.

<i>Service recipients with date</i>	<i>Service provided on</i>
Ershad Ahmed Bhuiyan, AGM, Taiwan Food & Processing Ind. Ltd, Dhaka (Dec. 24, 2013)	As a new entrepreneur, provided national production, area coverage and available litchi varieties including characteristics and technical specifications of <i>Litchi chinensis</i> (BARI Litchu 1,2 3 & 4) and <i>Litchi sinensis</i> i.e. FTIP-BAU Litchi-1 (Bombey) & FTIP-BAU Litchi-2 (Ishurdi) for export to Taiwan from Bangladesh.
Mr. Toshikatsu Sato, Business Director, HFIPO, Japan (Dec. 31, 2013)	He was given data/information services on acreage, production and postharvest losses of fruits & vegetables including crop statistics for making project proposal on food processing in Bangladesh.

Hortex stall at Food Fair 2013



Hortex stall visited Matia Chowdhury MP, Hon'ble Minister, Ministry of Agriculture, Government of Bangladesh

Hortex Foundation participated in the Food Fair 2013 held on October 24-26, 2013 at BARC Complex, Dhaka and raised a stall in the event. Matia Chowdhury MP, Hon'ble Minister, Ministry of Agriculture, Govt. of Bangladesh, Mr. Mike Robson, FAO Country Representative, different Govt., private agencies and foreign officials were present at the inaugural session of the Fair. A good number of exportable fresh fruits, vegetables, spices, minimally processed fruits & vegetables and different Hortex-SCDC publications were displayed in the stall.

APO (Japan) organized e-learning course

Mr. Md. Rafiqul Islam, AGM (GAP, Traceability, Processing & Packaging), Hortex Foundation participated in 3 (three) days e-learning course for different countries (Bangladesh, Iran, Indonesia and Vietnam) on "**Export Promotion & Market Access of Agri-food Products from Asia**" as a **National Coordinator** held on 19-21 November, 2013 at BRAC University, Mohakhali, Dhaka, Bangladesh. The Asian Productivity Organization (APO) based in Tokyo, Japan organized the event in collaboration with the National Productivity Organization (NPO),



Ministry of Industries, GoB. 21 participants from eleven organizations were participated from Bangladesh in the e-learning course. Resource speakers from Japan, Malaysia, France and USA were delivered the lectures relating to "Export Promotion & Market Access of Agri-food Products from Asia" through video conference.

Major workshop/seminar/meeting participation

During the period October-December 2013, Hortex officials attended a number of seminars, workshops, trainings and discussion/policy meetings on various issues related to production, marketing and export of agro-commodities. Some of them are as follows:

- (i) In 22 October 2013, Managing Director, Hortex Foundation presented proposal of cash incentive on packaging for increment of fruits and vegetables export to 44th meeting of Agriculture Ministry related Parliamentary Standing Committee under 9th National Parliament at its conference room-1.
- (ii) Attended in the meeting with the Agriculture-Nutrition linkage group consist of eleven USAID funded projects held on 24 October 2014 at USAID Horticulture project office, Banani, Dhaka. The meeting facilitated by Dr. Osagie Christopher Aimuwu, Agriculture Development Officer, Office of Economic Growth, USAID/Bangladesh. AGM (Marketing) highlighted activities of Hortex Foundation including farmer-exporter linkage development.
- (iii) BARC organized seminar on World Food Day 2013 as theme of Sustainable Food Systems for Food Security and Nutrition held on 24 October 2013 at BARC conference room. Matia Chowdhury MP, Hon'ble Minister, MOA, GOB was present as the Chief Guest. Keynote paper presented by Prof. Dr. Rezaul Karim Talukder, National Physical and Social Access Adviser, FAO.
- (iv) Meeting held on 27 October 2013 at Hortex with BIID officials highlighting to introduce crop insurance and e-commerce service for CIG farmers at SCDC project areas of Jessore and Kapasia upazila as pilot basis.

- (v) Hortex organized meeting with Mr. Moin U Ahmed, Infotainment held on October 27, 2013 and presented different tools of communication on SCDC major activities for farmers and other stakeholders.
- (vi) Meeting held on 5 November 2013 with Mr. Toshikatsu Sato, Business Director, Hokkaido Food Industry Promotion Organization (Japan) highlighting postharvest management and research on value added product development for vegetables, fish, baby corn, tomato, sweet potato and mango. The meeting decided multi-organizational involvement is needed conducting research where capacity building of different stakeholders will be developed promoting export of canned and other value added agro-commodities in Bangladesh.
- (vii) Attended Danida Business Partnership Conference 2013 held on 7 November 2013 at Westin Hotel, Gulshan organized by the Embassy of Denmark, Dhaka. H.E. Ms. Hanne Fugl Eskicer, Danish Ambassador to Bangladesh given welcome address. The Danida Business Partnership Programme speech given by Commercial Counsellor, Embassy of Denmark in Bangladesh. Keynote paper presented by Dr. Ahsan H. Mansur, Executive Director, Policy Institute of Bangladesh on Sustainable Development through Private Sector Initiatives.
- (viii) Meeting held on 11 November 2013 with Md. Shoaib Choudhury, Director, Dhaka Chamber of Commerce & Industry (DCCI) highlighting status of agro-commodity export in Bangladesh including constraints and opportunities.
- (ix) AGM (Marketing), Hortex attended e-learning course on export promotion and market access for agriculture and food products from Asia, Session-3 held on 19 Nov. 2013 at BRAC University, Dhaka organized by APO (Tokyo, Japan) in collaboration with NPO (MOI, GOB) supported by the WB under Global Development Learning Network.
- (x) Attended in the review workshop on Supply Chain Development in NATP held on 21 Nov. 2013 at BARC organized by PCU, NATP, Phase-I. Dr. S M Nazmul Islam, Secretary, MOA, GOB was present as the Chief Guest. Mr. Mukul Chandra Roy, DG, DAE and Mr. Ousmane Seck, Task Team Leader, NATP, WB were present as the special guests while Dr. Md. Abdur Razzaque, PD, PCU, NATP presided over the inaugural session of the event.
- (xi) Attended dissemination workshop for the Department of Foreign Affairs and Trade (DFAT) - PSLP Activities: Postharvest Management of Vegetables for Improved Nutrition and Livelihood held on 25 Nov. 2013 at BARC jointly organized by the University of Sydney, Australia and BARI in collaboration with Hortex Foundation. Md. Anwarul Islam Sikder ndc, Additional Secretary, MOA was present as the Chief Guest while Dr. Wais Kabir, EC, BARC presided over the inaugural session. Dr. M. Rafiqul Islam Mandal, DG, BARI was present as the special guest. Dr. Anowarul Islam Bokshi and Robyn McConchie, Associate Professor welcomed the participants. In technical session, total five papers were presented where MD, Hortex Chaired the session. Concluding remarks given by Dr. Md. Altab Hossain, Director, HRC of BARI. Mitul K. Saha, AGM (Marketing), Hortex served as a rapporteur of the workshop. 40 participants attended in the workshop.
- (xii) Hortex organized meeting with Mr. Bruce Chiu, CEO, Taiwan Food & Processing Ind. Ltd. held on 27 Nov. 2013 highlighting canned pineapple, mushroom, baby corn, sweet potato, dried banana & jackfruit export to Taiwan and China. In this regard, he was linked with Mushroom Development Project, Ajana Mushroom Food Products, UAO (Sirajganj & Sherpur district), USAID Hort. Project and Agro Asia Impex for procurement of above mentioned items directly from farmers.
- (xiii) The end of assignment seminar for four International Consultants of SCDC of NATP Dr. Ponciano S. Madamba (packaging specialist), Dr. Cesar Cabrera Sevilla (livestock specialist), Prof. Danilo L. Evangelista (M&E specialist) and Prof. Cecilio Prepose Costales (supply chain development specialist) held on 9 December 2013 organized by SCDC of NATP. Managing Director, Hortex Foundation presided over the seminar.
- (xiv) Meeting held on 22 December 2013 with Dr. Md. Mahbubur Rahman Khan, GM, A.R. Malik & Company (Pvt.) Ltd. highlighting 500MT jute leaves export to Thailand.
- (xv) Hortex Foundation in collaboration with SCDC of NATP organized seminar on Harnessing ICTs to Introduce Crop Insurance and Value Added Services in Hortex Initiatives held on 22 December 2013 at Hortex conference room. Dr. S M Monowar Hossain, Managing Director, Hortex Foundation Chaired the event. Total of 13 participants attended the seminar. Keynote paper presented by Mr. Shahiduddin Akbar, CEO, Bangladesh Institute of ICT in Development (BIID), Dhaka. MD, Hortex suggested that some bundle of services might be introduced at two permanent CCMC of Kapasia and Parbotipur making CCMC sustainable.
- (xvi) Attended meeting with Hokkaido Food Industry Promotion Organization (Japan) held on 23 December 2013 at Hotel Ruposhi Bangla, Dhaka highlighting need assessment survey on processing technology of food distribution under normal temperature for reduction of postharvest losses of tomato, mango, marine items and turmeric in Bangladesh.

(xvii) Mitul K. Saha, AGM (Marketing), Hortex Foundation attended in the workshop as a resource person on National Micronutrient Deficiency Control Strategy: Zinc and Vitamin B₁₂. Mr. M M Neazuddin, Secretary, Ministry of Health and Family Welfare, GOB was present as the Chief Guest. The workshop held at Hotel Ruposhi Bangla, Dhaka on 29 December 2013 organized by National Nutrition Services (NNS), Institute of Public Health Nutrition (IPHN) and supported by Global Alliance for Improved Nutrition (GAIN). AGM (Marketing), Hortex provided opinion to appraise agricultural value chain enhancing zinc level (breeding, processing) for zinc fortification in agriculture and also zinc bio-fortification rice in Bangladesh (BRRI Dhan62).

Highlighted activities under SCDC of NATP

Supply Chain Development Component (SCDC) of National Agricultural Technology Project (NATP) being implemented by Hortex Foundation has carried out 02 (two) training programs on orientation of SCDC business model for developing supply chain in the project sites during the period under report. A total of 200 different stakeholders were participated in the training program including 110 CIG farmers, 56 entrepreneurs, 02 LBFs, 12 LEAFs and DoF officials and 10 SAAOs of DAE. Out of 200 participants trained, 172 were male and 28 female. Resource persons were invited from the faculties of East-West University and Experts of SCDC of NATP, Hortex Foundation.



Review workshop on supply chain development in NATP

SCDC also organized 01 (one) workshop on guava supply chain management emphasizing CCMC-based savings guidelines validation for sharing knowledge among the participants. A total of 66 different stakeholders were participated in the workshop including CIG farmers-60, marketing company-01, SCDO-01, DAE official-01 and SCDC of NATP officials-03. Out of 66 participants, all were male. Resource persons delivered speech from the Specialists of DAE (DD, UAO, AEO), Managing Director of Hortex Foundation, Mr. Nurul Islam Bhuiyan, M & E

Expert and Mr. Md. Bazlur Rahman, Marketing Expert of SCDC along with a leader of CIG farmer of Kapasia upazila.

SCDC also presented technical papers (consolidated by MD of Hortex and experts of SCDC in their line of expertise) in the Review Workshop on Supply Chain Development in NATP organized by PCU, NATP at BARC conference room on 21 November, 2013.

During the period one overseas program (*The 2nd SouthEast Asia Symposium on Quality Post-harvest Management*) was organized in Vientiane, Lao PDR during 03-07 December, 2013. A total of 06 participants including 01 Director of the Governing Body and Managing Director of Hortex Foundation, 4 (four) SCDC experts were participated in the event.

The other activities performed the reporting period attended and accompanied field visit to permanent CCMC of SCDC at Parbatipur upazila of Dinajpur district during the 11th ISM regular team of the World Bank comprising of Sugata Talukder, Operation Analyst, Yuka Makino, Senior Natural Resource Management Specialist and C. S. Renjit, International Development Consultant. The extension Team-1 visited Parbatipur to see the SCDC activities on 02-05 October, 2013.



Field visit of 11th ISM team of World Bank at Parbatipur

SCDC, Hortex Foundation success story - 5

SCDC supports enhancing income for rural smallholder seedless lemon farmers - Rudrapal shown the success to others

Ajodha Rudrapal, a farmer engaged in seedless lemon farming at Radhanagar village in Sreemongal upazila of Moulvibazar district. After attending an informal meeting on seedless lemon supply chain development at his village organized by Supply Chain Development Component (SCDC) of National Agricultural Technology Project (NATP), Hortex Foundation, Ajodha enrolled his name as member in the seedless lemon Common Interest Group (CIG). Due to his proactive role in timely attending CIG

meeting, contact with CIG farmers, wisdom and cooperative spirit, CIG farmers nominated Ajodha as Chairman of the CIG. Ajodha has been engaged in 90 decimal seedless lemon orchards and also involved in pineapple and rice cultivation.

SCDC provided training on good orchard maintenance, post harvest handling, marketing in cooperation with Horticulture Research Centre (HRC) of Bangladesh Agricultural Research Institute (BARI) and Department of Agricultural Extension (DAE). Scientist of BARI worked as trainer on technical aspect. Ajodha has established a demonstration on training learning's to show good orchard maintenance is a profitable venture with the assistance of SCDC. Based on demand for irrigation for dry season seedless lemon orchards, SCDC supplied low lift pump (LLP) to CIG as group asset. Chairman of CIG coordinates use of LLP by CIG farmers based on requisition – first come first serve basis. Ajodha has been applying irrigation from steams by LLP. SCDC team members monitor his good orchard maintenance activity and provided feedback for undertaking corrective actions.

Before SCDC supports, seedless lemon fruit quality was poor and fails to meet domestic as well as export markets standards. Ajodha reported that production of seedless lemon in his demonstrated good orchard maintenance plot is more than doubled. SCDC supported field days on demonstrated good orchard maintenance. 52 neighboring farmers, traders, field extension officers visited seedless lemon orchard of Ajodha. At the same time, Ajodha shared his experiences and economic benefits of the good orchard maintenance and marketing through CCMC to visitors, all of these encouraged them. Many of the neighboring farmers of Ajodha are replicating good orchard maintenance technology in their orchards and selling lemon through CCMC. SCDC has facilitated the linkages between CIGs farmers and traders (local traders and exporters). Exporters selected 50 seedless lemon orchards from the SCDC supported CIGs farmers including Ajodha's lemon orchards from the SCDC supported CIG farmers



Seedless lemon from Ajodha's garden

including Ajodha's lemon orchard through visit, procuring lemon and exporting to United Kingdom.

During the 2011 season, the SCDC helped in setting up a CIG farmers led Commodity Collection Marketing Center (CCMC) at Sreemongal town bazar. Ajodha is playing voluntary role as Cashier in the CCMC Management



Demonstration of lemon at Ajodha's garden, Sreemongal

Committee. He sold first of his seedless lemon produces through CCMC which inspired many other farmers to market their lemon through CCMC. He gained 5 to 15% higher price at CCMC than outside. Ajodha has about Taka 11000.00 savings from the lemon sale proceeds in the CCMC savings funds. He reported that transparency is maintained at CCMC in case of lemon selling price, market information, savings and expenditure etc.

Ajodha reported that his income improved 2.5 times higher due to increased production and marketing through CCMC. Ajodha is now able to support their three daughters and one son to study in college and school and managing better foods, cloths and medicine for family members. He invests Taka 18000.00 per months for only their children education expenses. Ajodha is now a model farmer for his neighbors.

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