

# Project Completion Report on Promotion of Diversified Fish Products

Submitted by  
**CHHIP Food BD**



Submitted to  
**Feed the Future Bangladesh Aquaculture and Nutrition Activity**  
**WorldFish**



**28 March, 2022**

## Project Brief

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Project Title	Promotion of diversified Fish Products	
Agreement Period	Start Date: 01/01/2021	End Date: 31/12/2021
	Extension Date: 28/02/2022	
Duration	14 Months	
Total Agreement Amount	US Dollar: 68,779	
Feed the Future Bangladesh Aquaculture Activity Contribution	US Dollar: 29,815	Percentage: 41%
Sub-grantee Contribution	US Dollar: 38,964	Percentage: 59%
WorldFish Contact Person	Name: Christopher Price	Designation: Regional Director, South Asia
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## Abbreviation

BMP	:	Better Management Practices
ASM	:	Area Sales Manager
camp	:	Campaign
MO	:	Marketing Officer
POC	:	Point of Contact
mths	:	Months
WF	:	WorldFish
FTF	:	Feed the Future
BAA	:	Bangladesh Aquaculture and Nutrition Activity
CFBL	:	CHHIP Food BD Limited
ISO	:	The International Organization for Standardization
SME	:	Small and Medium Enterprise
Upz	:	Upazila

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## 1.0 Executive Summary

School-going children and their caregivers especially the parents pass a decent time at Schools every day. Children go to school and buy a variety of unhealthy fast food and junk food items as Tiffin. Consequently, they suffer from long-term harms including showing various health hazards which bring negative outcomes for their health and education. However, the planned school programs with BAA support at Dhaka city and rural ZOI districts were postponed for a long time due to the indefinite closure of all educational institutions in the Covid-19 pandemic. So, on the way of implementation, in August 2021 the agreement is modified replacing the school programs of CHHIP Food BD with two months no-cost extension by the activity to promote the sales of CHHIP Food BD's RTC/RTE fish products in the rural districts of Southern Bangladesh especially Patuakhali and Faridpur Districts. A big segment of rural people suffer much due to the nutrient deficiency, particularly protein, essential fats and micronutrients.

The objective of the project is to promote nutritious healthy RTC/RTE fish-food in replace of junk foods through setting up and strengthening supply chain resulting in access to the improved nutrition & dietary diversity to the community including students, caregivers and other residential higher and mid-class customers so that these food items will be able to meet their nutrient needs particularly protein, essential fats and micronutrients.

*Key major Activities of the project were* i. Developing Promotional Materials (Leaflets, Poster, Hand Fan, X-Banner, Festoon Etc.), ii. Developing Promotional Videos, iii. Developing Promotional Still Pictures, iv. Online Marketing Through Facebook, Twitter, Youtube, v. Background Study and Finalizing List of Super-shops for Conducting Promotional Activities (At Least 20), vi. Promotional activities at 20 Super Shop Food Corners through Leaflets, Posters, and Hand Fan etc., vii. Setting up subsidized distribution channel for the outlets in Patuakhali, Faridpur, viii. Free food sampling using Fishball, Fish finger, Fish nuggets & Fish Sausage, and xiii. staff sanitation program. The project has helped CFBL to learn a couple of things and improvement areas. RTC/RTE fish-food products have considerably competitive advantage in the market. There is a demand potential of RTC/RTE fish-food products among high and middle-class community. Rural targeted customers are of relatively low-income community. So, RTC/RTE fish-food products is hardly affordable to them. So, reduced packaging size is needed to make the products affordable to them. Renting transportation system is cost inefficient and it is barrier to establishing a smooth and time-bound supply chain due to the poor and time-consuming infrastructure of Southern parts of Bangladesh. So, it is a leverage to introduce own frozen food transportation system of the Company.

## 2.0 Introduction

### 2.1 Background of the Project

School-going children and their caregivers especially the parents pass a decent time at Schools every day. Children go to school and buy a variety of unhealthy fast food and junk food items as Tiffin. Consequently, they suffer from long-term harms including showing various health hazards which bring negative outcomes for their health and education. However, the planned school programs with BAA support at Dhaka city and rural ZOI districts were postponed for a long time due to the indefinite closure of all educational institutions in the Covid-19 pandemic. So, on the way of implementation, in August 2021 the agreement is modified replacing the school programs of CHHIP Food BD with two months no-cost extension by the activity to promote the sales of CHHIP Food BD's RTC/RTE fish products in the rural districts of Southern Bangladesh especially Patuakhali and Faridpur Districts. A big segment of rural people suffer much due to the nutrient deficiency, particularly protein, essential fats and micronutrients

### 2.2 Proposed Solution

To address the challenges and use the opportunities CHHIP FOOD BD executed the following ideas and interventions:

- Ensured exercising better management practices (BMP) and proper quality control of foods throughout food systems
- Monitored the market regularly
- Sharing sampling with consumers
- Push fish products to school canteens
- Ensured increased visibility of the products in the market
- Made the product available and affordable to the customers in the target areas
- Strengthened the advertising capacity of our Company
- Timely delivery of products in accordance with demand
- Prioritizing consumer demand at all times

### 2.3 Objectives of the Partnership

Below are the objectives:

To Introduce and promote of nutritious healthy RTC/RTE fish-food in the target areas to contribute in access to improved nutrition & dietary diversity particularly with protein, essential fats and micronutrients

- To establish & strengthen products supply chain and increase availability and affordability of the products
- To increase visibility, brand image and business growth of the Company, CHHIP Food BD
- The Company's sufficient access to raw fish resulting market access of aquaculture farmers in the project areas
- *Learn market situation in depth in target areas and scale up the business model*

## 2.4 Geographic Coverage

Sl#	Name of the districts	Upazilas	Remarks
1.	Dhaka	Dhaka North and South city cooperation and gradually spread in the semi-urban and in the rural areas	Reduced support from August 2021
2.	Khulna	Dakob	Postponed implementation after selection of schools due to COVID-19 pandemic
3.	Kushtia	Khustia Sadar	
4.	Meherpur	Gangni	
5.	Jashore	Kesabpur	
6.	Faridpur	Faridpur Sadar, Char bhadrason	
7.	Patuakhali	Patuakhali Sadar, Kalapara and Mirzagonj	

## 2.5 Project KPI and Budget Summary

Key Performance Indicator (KPI) of this project

Activity	KPI	Unit / Frequency	Targets	When	MOV
Developing 10 promotional videos	# of video	Number	10	Apr'21	Report Video copy
Developing promotional still pictures	# of pictures	Number	88	Feb'21- Dec'21	Report Picture copy
Background study and finalizing list of super shops for conducting promotional activities(at least 20)	# of super shops	Number	20	Feb'21	Report
Setting up subsidized distribution channel in Patuakhali, Foridpur	# of dealer points	Number	5	Nov'21	Report Picture copy

### *Budget for the activities*

Activity	% of WorldFish	% of Grantee	Total cost	WorldFish	Sub-Grantee
Direct Labour (Personnel)	64%	36%	18,765	11,916	6,849
Supplies, Equipment's / Assets and Operating Expenses	76%	24%	7,624	5,763	1,861
Travel and Per-diem	50%	50%	5,798	2,899	2,899
Other Direct Cost (Rent, Communication)	61%	39%	491	298	193
Activity/Program Costs - Services, training, workshops, products	22%	78%	39,769	8,932	30,837
Grand Total (USD)	41%	59%	72,447	29,808	42,639
Equivalent Total (BDT)	41%	59%	6,034,400	2,482,800	3,551,600

## **3.0 Project Performance**

### 3.1 Outreach Summary

Through the project activities CHHIP Food BD worked with 20 supershops in Dhaka city and 28 outlets (street side shops) in Patuakhali and Faridpur districts. Through survey CHHIP Food BD has identified and selected promising and potential outlets. CHHIP also uses WF-Aquaculture Activity surveyed shop list in Patuakhali and Faridpur districts. The Company paid emphasis to the shops that had the eagerness to the RTE/RTC fish-food products and were already selling frozen food items. Through setting up the supply chain the Company made the product available to the distribution points and to the outlets. Through campaigning and food sampling at the distribution points/outlets/super shops and using the promotional materials CHHIP facilitated the customers on learning about CHHIP's food products and built their awareness to the fish food products. Through the interventions CHHIP reached approximately 62,565 customers including 83% man and 17% women (source of %: Campaign Data)



### 3.2 Key Performance Indicators

Activity	KPI	Unit / Frequency	Targets	Achievements
Developing 10 promotional videos	# of video	Number	10	10
Developing promotional still pictures	# of pictures	Number	88	88
Background study and finalizing list of super shops for conducting promotional activities(at least 20)	# of super shops	Number	20	20
Setting up subsidized distribution channel in Patuakhali, Faridpur	# of dealer points	Number	5	1

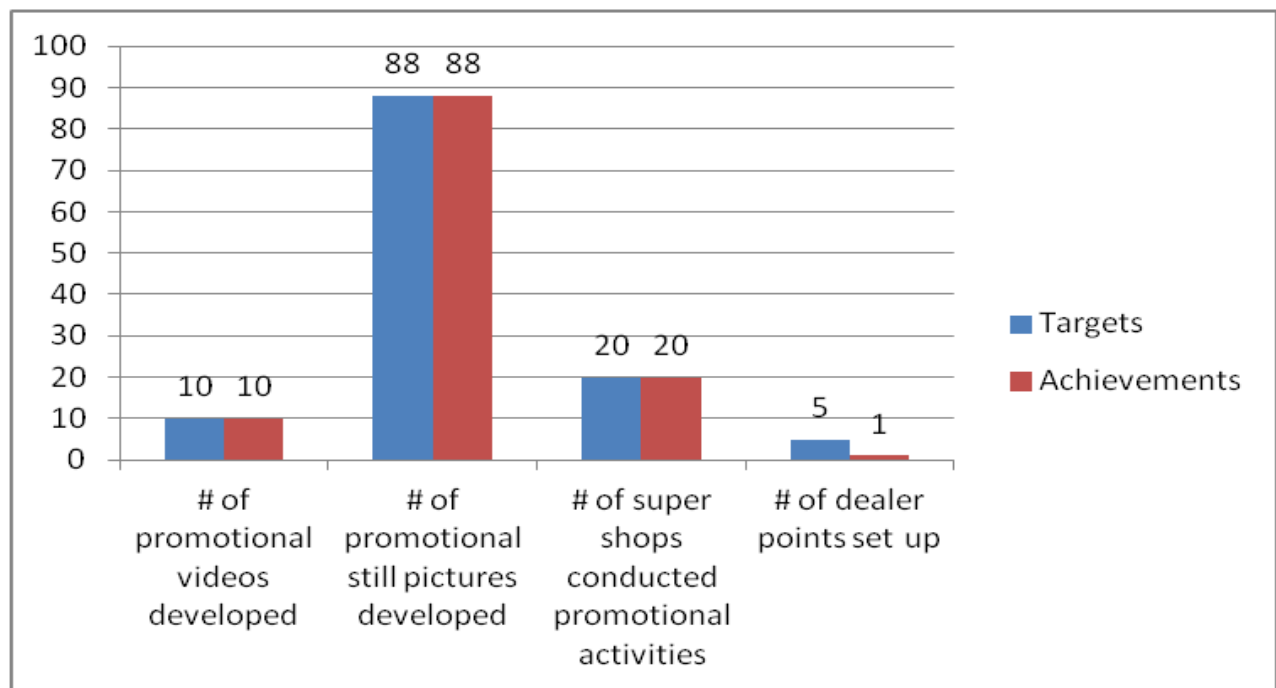


Fig: Graph showing target Vs Achievement of Key Performance Indicators

### 3.3 Activity Performance

#	Activity	Activity Target (#)	Achievement (#)	Achievement (%)	Remarks on the activity performed (Purpose, Description the ways performed, place, timeliness and immediate results etc)
1	Recruiting staff and volunteers	9	9	100%	All staff were recruited through head hunting and posting Ads on Bdjobs.com. In selection of staff there applied oral and written tests jointly by CHHIP Food BD and/or POC from WorldFish end
2	Supplies & Equipment				
2.1	POLO T-shirt	100	100	100%	To increase brand visibility in the market this item is procured following the financial guidelines and procurement process. The shirts were made with the Company's (CHHIP Food BD) logo.
2.2	Packaging & Membership cards	60,000	60,000	100%	A total of 13 Packaging box were produced to market the products in nice and lucrative way to the customers. Discount cards were produced to promote products and attract & motivate the customers
2.3	Food corner branding (Super shop)	20	20	100%	It was done to operate branding and visibility activities through leaflets, poster cum stickers, festoons, display boards, etc. at distributor shops
2.4	Food corner branding (5 Distributor points)	5	1	20%	It was done to operate branding and visibility activities through leaflets, poster cum stickers, festoons, display boards, etc. at distributor shops. Deviation is because of remoteness and not found interested & potential distributors
4	Staff training & Orientation	1	1	100%	To orient and train staff on the products, Company and project and working modality this activity is done. It was held at the CHHIP Food BD office training venue. Before the event the training schedule and handout were developed. A total of 17 Participants were at the training. POC Md. Abu Hasan Ali, nutrition specialist, WorldFish, joined virtually whether Mr. Md. Maniruzzaman, Nutrition Specialist,

#	Activity	Activity Target (#)	Achievement (#)	Achievement (%)	Remarks on the activity performed (Purpose, Description the ways performed, place, timeliness and immediate results etc)
					WorldFish were present in the training. Main agenda of the events were staff capacity building, monthly planning, reporting, sales update, corrective measures, etc.
5	Developing promotional materials				
5.1	Leaflets	40,000	40,000	100%	To increase brand visibility in market and support promotional activities these items were procured following the financial guidelines and procurement process with a process deviation and learning
5.2	Poster cam Sticker	500	500	100%	
5.3	Festoons	70	70	100%	
5.4	X-Banners	10	10	100%	
6	Developing 10 promotional videos	10	10	100%	10 short video clips are developed and produced to boost the products on Facebook and you tube. This item was procured following procurement process. Immediate result is to get ready of visibility materials
7	Developing 8 promotional still pictures	88	88	100%	88 still pictures were developed and produced to boost the products on facebook and you tube. This item was procured following the procurement process. The Immediate result is to get ready of visibility materials
8	Staff sanitation program	14	14	100%	The programs were accomplished each of 14 months where necessary sanitizing logistics, musk, scruff, hand sanitizers were available and all staff, workers & guests applied good hygiene practices in production floor.
9	Online Marketing through Facebook, Twitter, YouTube	10	10	100%	It is done through boosting short video clips and still picture on online platform. Through FB CHHIP Food BD reached to more than 284000 viewers and through YouTube it got more than 4000 viewers. Immediate result is to reach the customers and facilitated their learning to the fish-food products

#	Activity	Activity Target (#)	Achievement (#)	Achievement (%)	Remarks on the activity performed (Purpose, Description the ways performed, place, timeliness and immediate results etc)
10	Background study and finalizing list of supershops for conducting promotional activities (at Least 20)	20	20	100%	Through survey CHHIP Food BD has identified and selected promising and potential super shops. The Company paid emphasis to the shops that had keen interest to the RTE/RTC fish-food products and had already been dealing in the frozen food market
	Promotional activities at 20 super shop food corners through promotional materials (Leaflets, posters, Hand fan etc,)	200	200	100%	The promotional campaigns were organized at the distribution shops, outlets, and nearby mass gathering spots using the festoon, leaflet, free sampling (Fish ball, Fish finger, Fish nuggets, and Fish Sausage), offering discounted price and distributing membership cards to customers. Volunteers were engaged in each promotional campaign for the smooth operation.
11	Staff training/Orientation/meetings (6 times, 5 distributor)	5	1	20%	This activity was organized in the participation of the CEO/PC/PM, MOs (marketing Officers), depot managers/dealers, and volunteers. The agenda of the events are staff capacity building, monthly planning, reporting, sales update, corrective measures, etc. CHHIP Food BD trained 7 Marketing Officers (including 2 MOs for its core business), 2 ASMs (Area Sales Manager) and 1 dealer. It was distribution point based activity. Deviation is because of not found interested & potential distributors in such remote areas.
12	Setting up subsidized distribution channel (36 outlets in Patuakhali, Foridpur)	5	1	20%	Out of targeted 5 distribution points CHHIP Food BD set up 1 distribution point/depots in Kalapara of Patuakhali for smooth supply of its products. The distribution points were equipped with Freezer and deep fryer. Products were supplied as per the distribution points/outlet owners' business plan/demand. Deviation is because of remoteness and not found interested & potential distributors

#	Activity	Activity Target (#)	Achievement (#)	Achievement (%)	Remarks on the activity performed (Purpose, Description the ways performed, place, timeliness and immediate results etc)
13	Ads on Local TV channel / local Cable media	1	-	0%	It is undone due to induced incompatible regulations on local media.
14	Promotional Campaign				
14.1	Free food sampling (Fishball, Fish finger, Fish nuggets and Fish Sausage - 5 kg each @800 BDT/kg) (5 area, 2 camp/upz/mth, 6 mths)	60	17	28%	The promotional campaigns were organized at the distribution shops, outlets, and nearby mass gathering spots using the festoon, leaflet, free sampling (Fish ball, Fish finger, Fish nuggets, and Fish Sausage), offering discounted price and distributing membership cards to customers. Volunteers were engaged in each promotional campaign for the smooth operation. There is a deviation because of production hampered due to factory shipment, staff drop out and not set up distribution points in all upazilas
14.2	Free food sampling (Fishball, Fish finger, Fish nuggets and Fish Sausage - 10 kg each @800 BDT/kg) (5 area, 1 camp/uz/mth, 6 mths)	30	7	23%	The promotional campaigns were organized at the distribution shops, outlets, and nearby mass gathering spots using the festoon, leaflet, free sampling (Fish ball, Fish finger, Fish nuggets, and Fish Sausage), offering discounted price and distributing membership cards to customers. Volunteers were engaged in each promotional campaign for the smooth operation. There is a deviation because of production hampered due to factory shipment, staff drop out and not set up distribution points in all upazilas
15	Project completion report	1	1	100%	Prepared and submitted
19	Submit progress report (Target, Achievement and Deviation notes)	1	1	100%	In each month submitted the monthly technical report and also submitted the compiled report with deviation notes
20	Success story collection and dissemination (as applicable)	2	2	100%	Harvested 2 case story. One is titled 'CHHIP's Image Changing in the Market in Dhaka City' and other is titled 'Increasing of business growth of CHHIP Food BD'

## 4.0 Lessons Learnt

### 4.1 Key Lessons Learnt

The project has helped to learn a couple of things and improvement areas.

- RTC/RTE fish-food products have considerably competitive advantage over chicken-food and others available in the market. There is an increased demand potential of RTC/RTE fish-food products among high and middle-class community
- Rural targeted customers are of the relatively low-income community. RTC/RTE fish-food products is hardly affordable to them. So, reduced packaging size is needed to make the products affordable to them
- Renting transportation system is cost inefficient and it is barrier to establish smooth and time bound supply chain due to poor and time consuming infrastructure of Southern parts of Bangladesh. So, it is a leverage to introduce own frozen food transportation system of the Company
- Consumption of RTE/RTC fish-food products are high compare to rural markets. So, scale up of business model in urban ZOI districts will be the good investment of the partnership between CHHIP Food BD and WF-FtF BAA
- Funding modality. Milestone based payment/reimbursement hinders smooth and continuous operation of project. A percentage (approx 40%) of fund advance would be helpful to undertake the activities in operations without any hampers

### 4.2 Challenges

Key Challenges faced are:

- Lockdown and restricted movement due to COVID-19 pandemic crisis
- Production hampered due to factory relocation to new place
- Remoteness and poor infrastructure and time consuming supply channel to the project areas
- Payment/funding modality. Milestone based payment/reimbursement hinders smooth and continuous operation of project.

### 4.3 Key Innovation of the Project

Below were the key innovation/ideas:

- The fish-food product itself an innovation among the frozen food items in market.
- Promote/push the fish-food among the market using multiple channel
- Replacing junk food by introducing the fish-foods and free sampling to the consumers
- Facilitate increasing intake of fish beyond the intake with main meal

#### 4.4 Impact and Sustainability of the Intervention/ Business Model

The Company has developed business linkage with more than 20 supershops in Dhaka city. It also has extended its business at Patuakhali and Faridpur. The Company has set dealer (distribution point) in Kalapara of Patuakhali. The Company has invested BDT 80 lacs to buy improved production equipments and freezer van to increase production volume and ensure smooth supply chain. Company has penetrated and extended its business in the market and introduced its brand image. Supershops/dealers/outlets are dealing its business competitively.

#### 4.5 Recommendations / Future Directions

Recommendations for future programming and improvement of the model:

- Consumption of RTE/RTC fish-food products are high compare to rural markets. So, it is recommended to scale up of the business model in urban ZOI districts. It will be the good investment of the partnership between CHHIP Food BD and WF-FtF Aquaculture Activity
- It is recommended to continue the support to Patuakhali to complete undone activities and built a strong business base.
- Payment/funding modality. Milestone based payment/reimbursement hinders smooth and continuous operation of project. A percentage (approx 40%) of fund advance would be helpful to undertake the activities in operations without any hampers

## 5.0 Project Budget and Financial Management

### Summary of the Project Cost and Contribution

Activity	Budget					Actual cost					Total Deviation	Remarks on Deviation
	% of WorldFish	% of Grantee	Total Budget	WorldFish	Sub-Grantee	% of WorldFish	% of Grantee	Total Cost	WorldFish	Sub-Grantee		
Direct Labour (Personnel)	63%	37%	<b>1,563,000</b>	992,500	570,500	65%	35%	<b>1,082,250</b>	706,225	376,025	<b>480,750</b>	Faced difficult to onboard staff in outside Dhaka. After recruitment, some did not join. Rerecruited but not joined due to remoteness and challenges
Supplies, Equipment's / Assets and Operating Expenses	76%	24%	<b>635,000</b>	480,000	155,000	78%	22%	<b>615,000</b>	480,000	135,000	<b>20,000</b>	potential distributors not identified & selected as insufficient work done due to staff shortage and remoteness; factory shipment that hampered production and supply chain
Travel and Per-diem	50%	50%	<b>483,000</b>	241,500	241,500	50%	50%	<b>37,730</b>	18,865	18,865	<b>445,270</b>	It is rational to the number of staff onboarded
Other Direct Cost (Rent, Communication)	61%	39%	<b>40900</b>	24800	16100	40%	60%	<b>13,000</b>	5,150	7,850	<b>27,900</b>	This provision has cancelled on the way and staff drop out
Activity/Program Costs – Services, training, workshops, products	22%	78%	<b>3,312,500</b>	744,000	2,568,500	26%	74%	<b>1,663,555</b>	435,186	1,228,368	<b>1,648,945</b>	less transportation and promotional campaign
Equivalent Total (BDT)	41%	59%	<b>6,034,400</b>	2,482,800	3,551,600	48%	52%	<b>3,411,535</b>	1,645,426	1,766,108	<b>2,622,865</b>	
Grand Total (USD)	41%	59%	<b>72,447</b>	29,808	42,639	48%	52%	<b>40,958</b>	19,755	21,203	<b>31,489</b>	



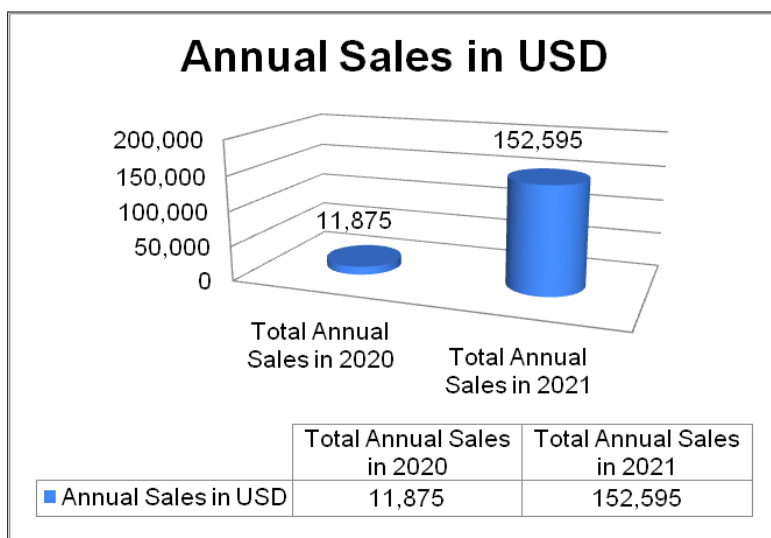
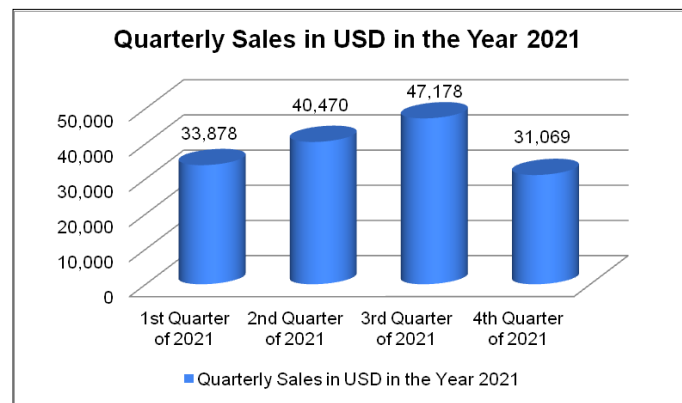
## 6.0 Annexure

### 6.1 Annex 1: Impact of the intervention on core business

The core business of the Company is manufacture and sale of frozen food from fish. In the facilitation of FtF Aquaculture Activity CHHIP has penetrated in Dhaka city frozen food market & increased its market share. The Company is dealing the business engaged with more than 20 supershops in the city. The Company extended its market in Patuakhali District and set up a dealer point in Kalapara. There was an increased annual sales in the year 2021 compared to the year 2020. Increased visibility of CFBL in the market through the project interventions has helped much to award ISO certificate. CFBL has recognized remarkably by SME Foundation and awarded a certificate participating in the national SME Products Fair-2021.

#### Sales Information

Sales Period (Quarter/Year)	Sales (USD)
1st Quarter of 2021	33,878
2nd Quarter of 2021	40,470
3rd Quarter of 2021	47,178
4th Quarter of 2021	31,069
Total Annual Sales in 2021	152,595
Total Annual Sales in 2020	11,875



## 6.2 Annex 2: Case Story-1

### CHHIP's Image Changing in the Market in Dhaka City

CHHIP FOOD BD Ltd. Is manufacturing and marketing fish-made frozen foods in Dhaka since May 2015. Fish balls, fish fingers, fish nuggets, fish sausages, fish spring roll, fish burger, samosa etc. are its products that are Bangladesh Council of Scientific and Industrial Research (BCSIR) tested and HALAL certified. But Chhip is struggling for reaching to customers and promoting its brand. Its average monthly sale was about BDT 2.75 lacs and deal in on an average 450 customers monthly.

In January 2021 Chhip is partnered with WorldFish Bangladesh Aquaculture Activity project and started working. In cooperation with the project Chhip improves its quality and lucrative packaging, creates promotional videos and still pictures, boasts the products to the customers through social media (facebook and youtube), make the products available



at listed 20 potential super-shops, branded super-shop food corner, organizes campaigns and counseling, free sampling, offer discounted sales, free home delivery services.



Some of the reputed shops where from customers now can buy the foods are Meena Bazar, CSD(The army Canteen Stores Department, Prince bazaar, Astha bazaar, Dedar Super Shop, Trust Family Needs, DSS(Daily Super shop), Shop & Save, and wholesale Club. Its image, demand, acceptance and monthly sale is changing positively. Now its current monthly sale is 5 lacs. CHHIP Food has an aim to expand their business all over the country through setting up outlets with its own branding.

### 6.3 Annex 3: Case Story-2

## Increasing of business growth of CHHIP Food BD

CHHIP FOOD BD Ltd. Is manufacturing and marketing fish made frozen foods in Dhaka since May 2015. Fish balls, fish fingers, fish nuggets, fish sausages, fish spring roll, fish burger, samosa etc. are its products that are Bangladesh Council of Scientific and Industrial Research (BCSIR) tested and HALAL certified. But CFBL was struggling for reaching to customers and promoting its brand.

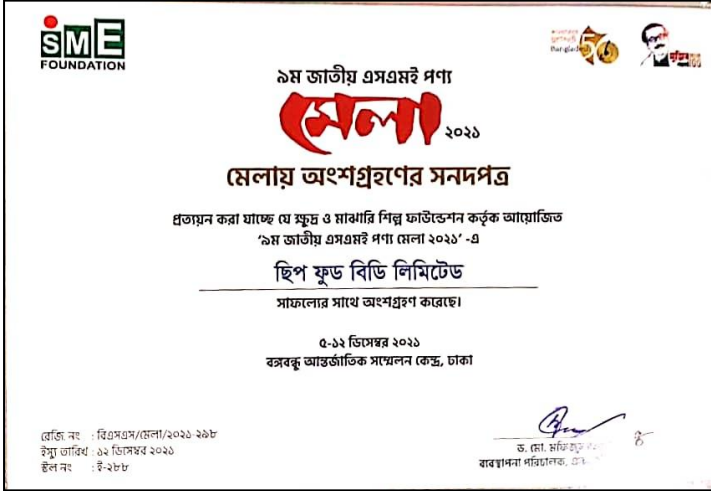
In January 2021 CFBL is partnered with WorldFish Feed the Future Bangladesh Aquaculture Activity project and started working. Earlier Chhip was dealing in Dhaka. It had few staff. Now in cooperation of the project, Chhip has got increased number of staff and extended its market beyond Dhaka city i.e Patuakhali and Faridpur. To make the products available CHHIP selected 2 dealers (distribution points) in these areas. It has also initiated its market in other districts like Sylhet and Barisal. With the support of project CFBL has brought improvement in its quality and packaging, created promotional videos and still pictures, boosts the products to the customers through social media (Facebook and YouTube).



Considering smooth supply/delivery of products, increasing effectiveness of project and sustainability CHHIP has invested its own fund to buy freezer van and improved machines/equipments for production plant that costed BDT. 80 lacs plus. Thus, CHHIP is increasing its business in terms of reaching consumers, new market, production capacity and staff size. Its image, demand, and acceptance are changing positively. Now CHHIP Food BD is with a business planning to expand its business in other adjacent districts and Cox's

Bazar.

## 6.4 Annex 3: Certificate Awarded



Prepared by,

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CHHIP Food BD Limited  
Date: 3/28/2022

Reviewed by,

Bipul Chandra Roy  
Chief Executive Officer  
CHHIP Food BD Limited  
Date: 3/28/2022