AGRO-INPUTS PROJECT

Annual Implementation Plan

Year 3: October 1, 2014 -- September 30, 2015

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Agro-Inputs Project in Bangladesh

Annual Implementation Plan
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USAID Cooperative Agreement

AID-388-A-12-00005

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Acronyms

AAPI	Accelerating Agriculture Productivity Improvement
AESAP	Agricultural Extension Project
AIP	Agro-Inputs Project
AIQCPA	Agro-Inputs Quality Control and Policy Advisor
AIQCSS	Agro-Inputs Quality Control and Standards Specialist
AIRN	Agro-Inputs Retailers Network
AIRN Coord.	AIRN Coordinator
AIRN SCA	AIRN Supply Chain Advisor
AIS	Agricultural Information Service
AISCA	Agricultural Input Supply Chain Advisor
APSU	Agricultural Policy Support Unit
AVAS	Association of Voluntary Actions for Society
AVC	Agricultural Value Chains Program
BADC	Bangladesh Agricultural Development Corporation
BBS	Bangladesh Bureau of Statistics
BCPA	Bangladesh Crop Protection Association
BEC	Business Ethics Committee
BFA	Bangladesh Fertilizer Association
BIDS	Bangladesh Institute for Development Studies
BMT	Business Management Training
BPRSSP	Bangladesh Policy Research and Strategy Support Program
BRAC	Bangladesh Rural Advancement Committee
BSA	Bangladesh Seed Association
CASEED	Center for Agri-research and Sustainable Environment and Entrepreneurship Development
CBSG	Capacity Building Services Group
CC2	Cross-Cutting 2
CCMS	Communications and Marketing Specialist
CLA	CropLife Asia
CPP	Crop Protection Products
CPRS	Communications and Public Relations Specialist
DAE	Department of Agricultural Extension
DAM	Department of Agricultural Marketing
DQA	Data Quality Assessment
EDDR	Environmental Due Diligence Review
EMMP	Environmental Mitigation and Monitoring Plan
ES	Environmental Specialist
FM	Founding Members
FTF	Feed-the-Future
GIS	Geographic Information System
GIS Sp	GIS Specialist
GLC	Gender Lens Committee

GOB	Government of Bangladesh
Grnts Sp	Grants Specialist
GUI	Graphical User Interface
GS	Gender Specialist
IPM	Integrated Pest Management
IPM CRSP	Integrated Pest Management Collaborative Research Support Program
ISC	Industry Skills Committee
LOP	Life of Project
M&E	Monitoring and Evaluation
M&EA	Monitoring and Evaluation Advisor
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
MT	Master Trainer
OCA	Organizational Capacity Assessment
OCD	Organizational Capacity Development
PA	Practical Action
PEEA	Policy and Enabling Environment Advisor
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PPW	Plant Protection Wing (of DAE)
SABA	Senior Agribusiness Advisor
SCA	Seed Certification Agency
SCBA	Senior Capacity Building Advisor
SPRING	Strengthening Partnerships, Results and Innovations in Nutrition Globally
SSA	Spatial Systems Associates
STE	Senior Training Expert
TCS	Technical Communications Specialist
TOT	Training of Trainers
USAID	U.S. Agency for International Development
WEAI	Women's Empowerment in Agriculture Index

Introduction

Project background

The objective of the U.S. Agency for International Development (USAID) Agro-Inputs Project in Bangladesh (AIP) is to improve the supply of quality agricultural inputs through input retailers. Its central effort is the creation of a sustainable Agro Input Retailers Network (AIRN) through Intervention 1. Interventions 2- 4 are designed to work in concert and holistically with Intervention 1. AIP's four interventions are the following:

1) Establishing an Agro-Input Retailers **Network**;
2) Developing **Market Information Systems**;
3) Setting **Quality Control Standards** for inputs and lessening **Regulatory Constraints**; and
4) **Strengthening Local Organizations** towards direct implementation.

The creation of AIRN will leverage 3,000 Government of Bangladesh (GOB)-registered retailers to be certified in 20 Feed-the-Future (FTF) districts to supply quality, unadulterated agricultural inputs to over 1 million farmers. Among the 3,000 retailers, 300 will be women-owned retail shops, who will be established by matching grants and other technical assistance. All retailers will be supported to make informed business decisions for competent, ethical, and science-based operations.

Market information systems will create and distribute an Ag-Inputs Monthly Price outlook bulletin primarily on seeds, fertilizers, and plant protection products. The bulletin will be underpinned by a Geographic Information System (GIS). This will depict a visual representation of input distribution networks, transportation infrastructure, client concentrations, cropping patterns, product and price trends, and other important information.

Improving quality control and standards, regulatory constraints will involve working with industry associations, their members, and the GOB to develop industry standards for each of the major crops, and building the capacities of associations to assert their voice to the GOB. AIRN will conduct "Business Ethics Audits" of certified retailers for transparency and consistency.

AIP will build the capacity of local organizations to meet all requisite USAID pre-award criteria for USAID-funding. Once these criteria have been met, each organization may be potential implementers of AIP-related activities. This will be made possible through capacity building and providing financial and technical assistance to business associations, NGOs, microfinance institutions, research institutes, and possibly government agencies.

Introduction to Year 3 (Y3) Implementation Plan

Experience and lessons learned from AIP's first two years provide the basis for its Y3 Implementation Plan. Y1 realized the project's start-up objectives and laid the groundwork for the formation of AIRN through the facilitation of membership drives. Y2's work plan moved beyond the beginning phase of project implementation in several important ways and set the basis for the present Y3 plan. Consequently, many Y3 activities are a continuation of and expansion upon efforts that began in Y1, and were substantially expanded upon in Y2. The choice of language in the present Y3 Implementation Plan reflects much of that in the Y2 Implementation Plan.

The Y3 Implementation Plan presents four inter-related Interventions in sequence, followed by the cross-cutting themes of Gender and Environment. Two audiences are addressed: (1) the AIP and AIRN project teams, and; (2) USAID.

The presentation of AIP's four Interventions includes specific narrative descriptions and activity schedules for Y3 presented in GANTT format. Each has a table depicting quantifiable outputs to be achieved in Y3 and projections for Y4 – Y5. Each Intervention also has a Collaboration Flow Chart that maps key collaborators and their actions in Y3. Y3 GANTTs and quantifiable output tables enumerate targets to be reached in Y3.

The Y3 Implementation Plan will be used as the basis for monthly planning and review meetings. AIP's activities are both Dhaka-based and FTF zone-based. Each month two meetings will take place: one in Khulna (or Barisal), and one in Dhaka. Key staff from the various offices will travel to and attend meetings at each venue. As the project sees fit, meetings may be combined in a given month.

The Cross-Cutting section addresses Gender and Environment activities for Y3. The Gender component focuses on integrating gender issues across all project activities and specifically outlines AIP's actions for grant-making to create women retailers. The Environment Component focuses on the Environmental Due Diligence Review (EDDR), Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP), and Environmental Mitigation and Monitoring Plan (EMMP) from Y1, and their current application modalities in the field.

Intervention 1: Establish Agro Input Retail Network

The creation of the Agro-Input Retailers Network (AIRN or Network) is one of the cornerstone components in AIP's mission to improve the supply of quality agricultural inputs through retailers. Intervention 1 guides AIP in the establishing of a network of a minimum 3,000 agricultural input retailers, 300 of whom will be women knowledgeable entrepreneurs trained to make competitive, informed, market-based business decisions. In Y2, the AIRN Coordinator assumed day-to-day responsibility for AIRN development. It was also necessary to replace four of the six AIRN Field Officers (FOs) hired in Y1. After hiring these replacements and staffing-up in preparation for an increase in field activities, principally membership drives, 20 FOs were on-board by mid Q4, Y2 (see 1.1.5. in this Implementation Plan).

Ninety *Upazillas* have been targeted for the establishment of AIRN *Upazilla* Ad Hoc Committees. The focus on Intervention 1 for Y3 will be the continuing formation of additional AIRN *Upazilla* Ad Hoc Committees, particularly targeting areas where retailers have received initial trainings (Business Management, Safe Use of Pesticides/Crop Protection Products (CPPs), and Agronomic Use of Inputs) but an Ad Hoc Committee has not yet been formed.

1.1a Establish the Agro-Input Retailers' Network (AIRN)

AIRN began the process to become a legally-registered body in Q4 of Y2; it is expected that the registration formalities will continue into Q1, Y3. Once this step is complete, AIRN will be on its way to organizational and financial self-sufficiency. AIP considered various types of registration through an analysis of advantages and disadvantages by type of registered entity. AIP determined that registration as a not-for-profit association is most appropriate and consistent with AIRN's post-project existence.

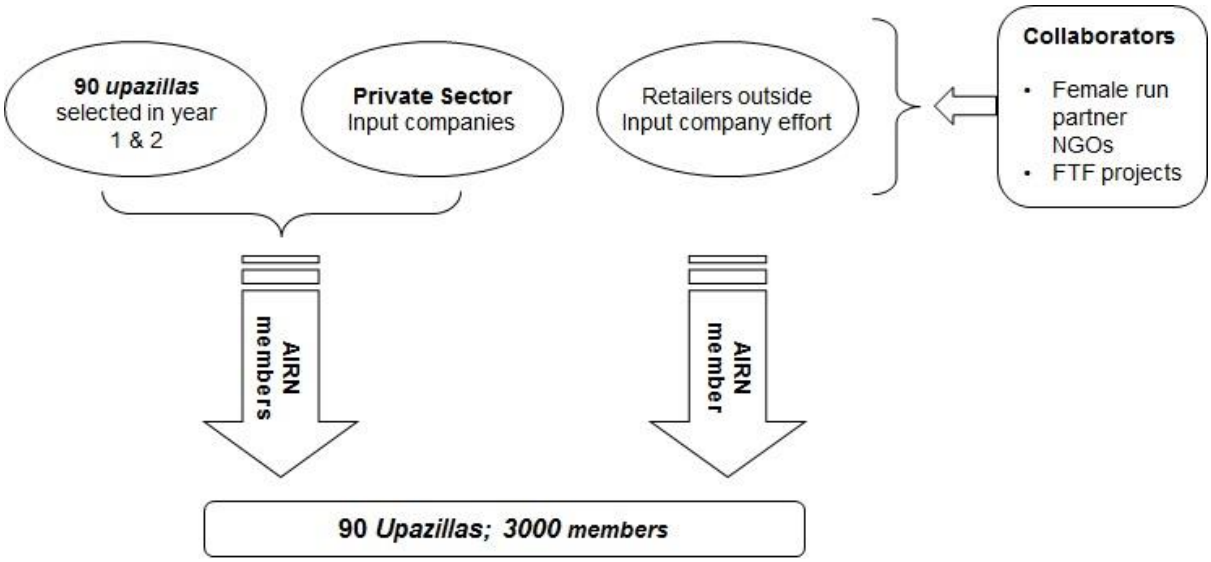
1.1.1 Selection of 90 out of 122 *Upazillas* in 20 FTF Districts

In Y3, AIP will continue to form AIRN *Upazilla* Ad Hoc Committees. AIP will prioritize its *Upazilla* selection in Feed-the-Future (FTF) districts in which prospective AIRN member retailer concentrations can best be reached and trained by the private input companies partnering with AIP, or by GMark to train retailers not otherwise likely to be so reached. Through Y2, AIP had organized 29 *Upazilla* Ad Hoc Committees. AIP seeks to have a total of 90 *Upazillas* Ad Hoc Committees and no less than 3000 AIRN members by the end of Y3.

AIP will separately enroll retailers in FTF districts already trained by companies and where *Upazilla* Ad Hoc Committees have not yet been formed. AIP will continue its collaboration with female-led partner NGOs, which assist in the identification process for prospective women retailers. Collaboration with other FTF projects in the *Upazilla* selection will also continue.

The Collaboration Flow Chart on the following page illustrates the AIRN formation process.

Collaboration Flow Chart 1



1.1.2 Assessments of Private Sector Agricultural Input Companies

Experience from Y1 and Y2 demonstrates that retailers are unable to accurately and uniformly ascertain which products on their shelves are mislabeled, adulterated, have lower percentages of active ingredients, or are counterfeit.

In Y2, AIRN hired an AIRN Supply Chain Advisor whose principal task is the internal self-regulation and quality control assessment of companies with whom AIP/CNFA has entered into partnership through MOUs. A sample survey of the FTF zones to identify major products and companies by sales volumes was completed in Q3 of Y2. The results of the survey will provide information necessary for a second task which will be conducted in collaboration with the three national associations (BFA, BCPA, and BFA), i.e., to refine the selection process for initial voluntary assessments of companies identified as major input suppliers. In Y3, AIP/AIRN will continue and may modestly expand its ongoing assessments.

Following company assessments, a list of such companies may be posted in Accredited AIRN member shops. One purpose of collaboration with the national associations is to facilitate the selection and prioritization of companies who may wish to be assessed and listed. Posted lists would not state which companies have *not* been assessed or adjudged as unacceptable; rather they would only specify those which *have been assessed and found to have adequate internal quality control systems*.

1.1.3 Identify Training Needs of Retailers

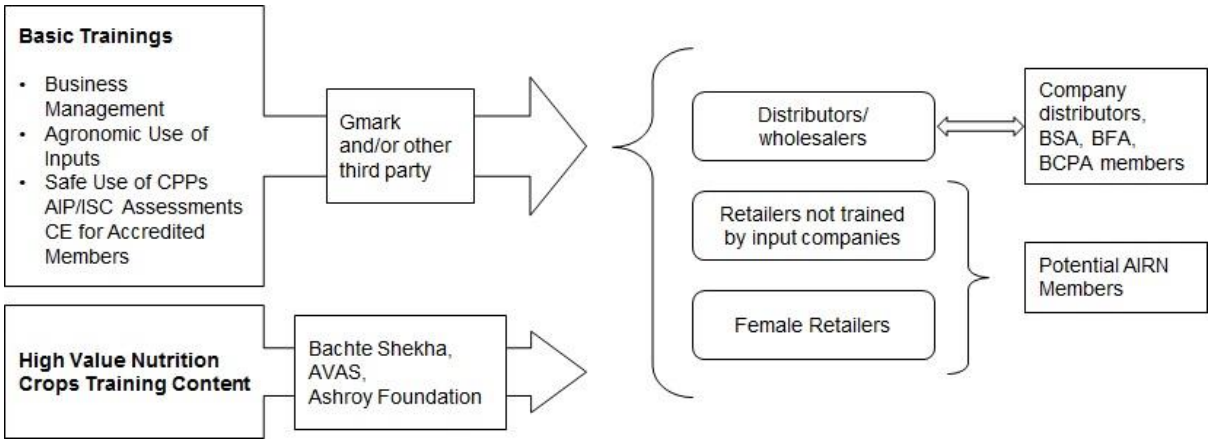
AIP will continue to appraise and adjust the training of agro-inputs retailers. As AIRN's basic formation is completed (see Interventions 1.15 & 1.2), an "Industry Skills Committee" (ISC) will be formed to transition this activity to AIRN as a member service. Continuing education trainings based upon the recommendations of the ISC will be added to further enhance retailer business and related advisory competencies, as well as address the industry skill needs identified by the ISC.

The industry training/skills needs assessment may also capture knowledge gaps of the wholesalers/distributors that are a part of the supply chain of input companies or members of the Bangladesh Seed Association (BSA), the Bangladesh Fertilizer Association (BFA), and the Bangladesh Crop Protection Association (BCPA). In such instances, AIRN will work together with the national input association(s) and/or the affected companies to develop training program(s) to address such gaps.

Training needs for Associate AIRN members initially focus on business management, agronomy as it affects the agronomic use of inputs, and safer storage, handling, and use of agricultural inputs. Trainings in these areas are required for AIRN retailers to become Accredited AIRN members and obtain the AIRN signboard to display in their shops. Women-led partner NGOs (*Banchte Shekha*, AVAS, and Ashroy Foundation) will continue to be engaged to contribute to the skill needs assessment, particularly as it pertains to female retailer business management and high-value nutritious crops.

Collaboration Flow Chart 2 below illustrates the process of identifying training needs and the provision of training.

Collaboration Flow Chart 2



1.1.4 Working Purpose, Objectives, and Modalities of AIRN

This activity will hone the purpose/mission, goals and objectives, and modalities of AIRN based on lessons learned in Project Years 1 and 2. These will continue to be examined as the Network matures; and may be modified as it gains increased independence and self-direction.

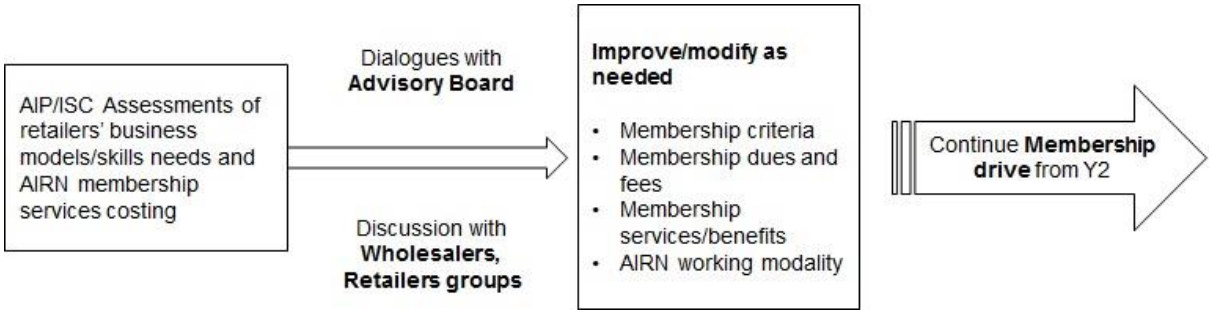
Small group discussions with wholesalers and retailers will be held in project districts as a component of the selection process of the Advisory Board and to elicit feedback on the goals, objectives and member services of AIRN. This process will also assist in further developing an AIRN business model (see section 1.1.5, this Implementation Plan).

The AIRN Coordinator will draw upon the AIRN Advisory Board, once formed, (see 1.1.5, this Implementation Plan) to solidify AIRN's purpose, bylaws, member services,

membership requirements, and criteria to retain and/or advance AIRN accreditation. The decisions of the Advisory Board will serve to guide the organization on an interim basis pending a general membership meeting and election of the AIRN Executive Board. At that time the actions of the Advisory Board will be presented in the form of recommendations to the membership for consideration and affirmation or revision.

Collaboration Flow Chart 3 illustrates the process to determine AIRN membership services.

Collaboration Flow Chart 3



1.1.5 AIRN Structure and Members

In Y3, AIP will gradually conclude its ''top-down'' activities to form AIRN's leadership and staff, and begin to transition its policy guidance to an elected AIRN Executive Board while continuing ''bottom-up'' activities to enlist AIRN members. AIRN's leadership is the AIRN Coordinator, supported by the Y2 created position of Deputy Coordinator, and the AIRN Supply Chain Advisor. AIRN's field staff comprises 20 AIRN Field Officers, 14 of whom were identified and joined AIRN staff in Q4 of Y2. After the AIRN Coordinator's initial activity, to utilize his expanded staff to further accelerate AIRN's enlisting of members, is proceeding efficiently he will delegate the ongoing membership campaign efforts to the Deputy Coordinator and turn his attention to Dhaka-level tasks.

As sufficient *Upazilla* Ad Hoc Committees are formed and membership increases, member meetings will commence the selection process for an Advisory Board (anticipated in Q1, Y3). Building the capacity of the founding member Advisory Board, and later that of the elected Executive Board, will be a time consuming, iterative and gradual process. Each board member must fully comprehend AIRN's purpose and mission to properly develop its structure and to competently govern the Network.

<u>AIRN Members</u>

AIRN will be structured to operate on two levels:

- *Upazilla*-level
- Nation/Project-wide

Retailers' sales, outreach, identity, and constraints are primarily local issues, and AIRN is consequently envisioned as a "national" (project-wide) composite or federation of AIRN *Upazilla*-level chapters, which are currently structured as Ad Hoc Committees.

National AIRN and *Upazilla* Governance

Following the national AIRN formation and adoption of its bylaws, each *Upazilla* level Ad Hoc Committee will systematically be advanced to Chapter status. To assure each *Upazilla* chapter has a transparent and accountable governing mechanism, a basic consistency is necessary across all chapters in their governance and conformity with the bylaws of the national AIRN. In the interim, each Ad Hoc Committee/chapter will continue to have an internally-appointed leader; from among these leaders, representatives as founding members will likely be chosen to form the Advisory Board.

At that stage, AIP may proceed to work with organizations, e.g., GMark, to design and implement a series of meetings and trainings in all *Upazilla* chapters to achieve the following (also see Section 1.4 this Implementation Plan):

- Chapter formation and governance as provided for in the national bylaws and written policies;
- Agreed-upon governing principles and office bearers; and
- Adoption of bylaws that collectively result in a chapter Constitution that is consistent with the national AIRN bylaws.

AIRN Business Model

The underpinning of AIRN's fiscal, financial, and organizational independence will be an accurate business model. Income streams from membership dues may not be sufficient to fully support the organization, as well as all services desired by members. AIRN will identify other income streams and incorporate them into its business model. Following the selection of AIRN's Advisory Board, AIP will assist AIRN throughout Y3 in the development and refinement of its business model and business plan towards financial and organizational self-sufficiency. During that process, member services may be added or discontinued.

1.1.5a AIRN Membership Drive

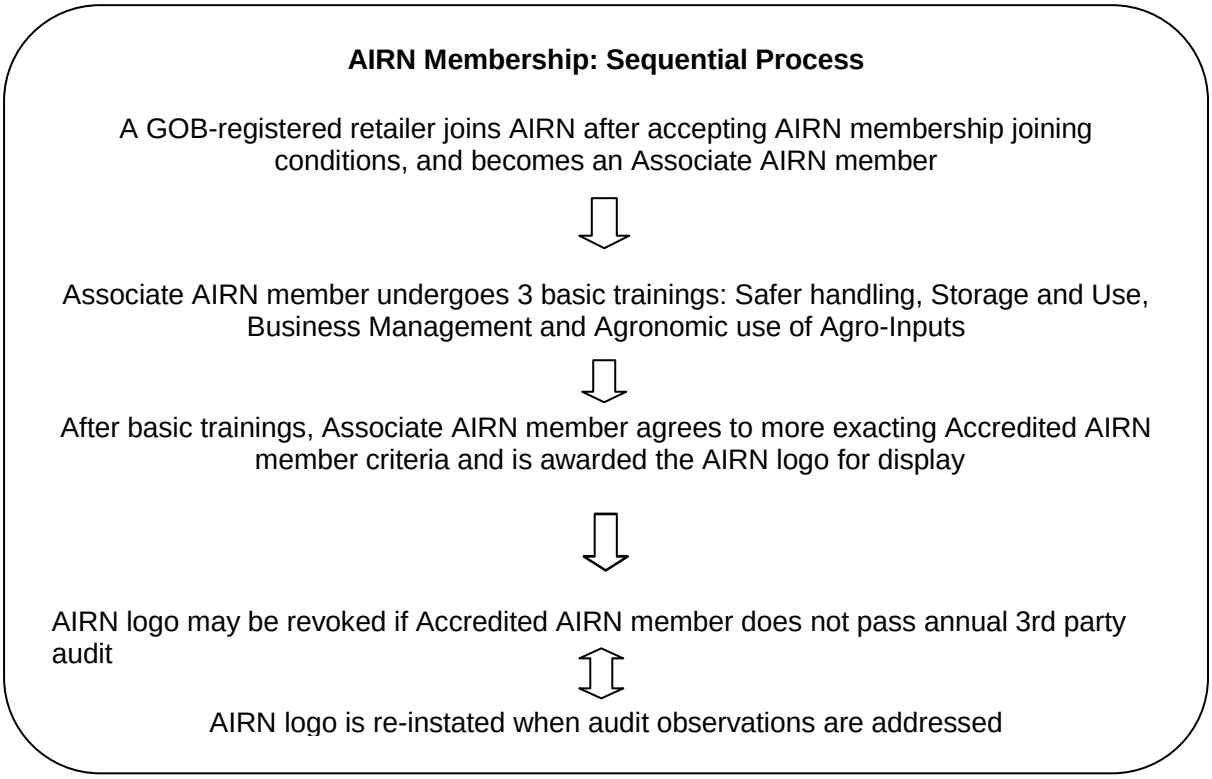
In Y2, AIRN modified its forms and tools for membership drives to avoid the negative backlash that accompanied association with the *Astha* designation As AIRN gains governance and financial maturity, the *Astha* membership category and logo may be reinstated as an additional membership category.

In Y3, AIRN membership will continue to be developed from the following types (examples) of retailers:

A. Retailers who have either been trained by AIP partner private sector companies or those who have been separately trained by GMark. This overall group of trained retailers will grow to approximately 3,400 by the end of 2015;
B. Retailers to whom the Ad Hoc committees have reached out but have not received the basic trainings; and
C. Retailers who respond to Y3 *Upazilla*-level membership drives, but have not received the basic trainings.

Collaboration Flow Chart 4 on the following page illustrates the Sequential process of AIRN Membership.

Collaboration Flow Chart 4



Retailers proceed through the sequence as described in example (A) above will be invited to join AIRN and become an Associate AIRN member, and then quickly gain Accredited AIRN member status even though their respective *Upazilla* Ad Hoc Committees may have not yet been formed. Retailers in examples (B and C) above will be encouraged to first join AIRN through *Upazilla*-level membership drives within the 90 identified *Upazillas*. These new members (examples B and C) will then participate in three trainings through processes described in Sections 1.2.1 and 1.2.2 of this Implementation Plan.

GOB-registered retailers will be invited to join AIRN as Associate members when they meet AIRN's basic membership criteria. Thereafter, they must undergo trainings. Gaining Accredited AIRN member status is more exacting with more rigorous criteria, including strict business and agro-inputs quality standards. AIRN sees a rationale in not ejecting a given retailer after a failed audit (see Section 3.3 in this Implementation Plan for more detail). Rather, it would to retain him/her as a member, enabling the retailer to continue to pay dues and receive services at the next lower membership level until s/he regains Accredited status.

1.1.6 Credit Guarantee Fund

As a component of its Cooperative Agreement with USAID, CNFA/AIP has a $250,000 finance guarantee capacity to provide improved credit access and terms for AIRN Accredited members. This assurance can be leveraged to increase lending through a reduction of risk to banks and/or MFIs. It is thereby expected that AIRN Accredited members will receive more favorable terms than otherwise offered by the lenders. AIP expects this guarantee will be utilized as a tool to advance lending to agro-retailers

rather than a guarantee used due to any delinquencies. With USAID approval, the unused guarantee funds will remain with AIRN to further invest in members' services and operations.

The following activities have been and/or will continue to be carried out in Y3 to identify the ways in which an AIP credit guarantee may be utilized to further program objectives:

- An assessment of the current credit practices and needs by agricultural input retailers and obstacles to meeting those needs; and (completed in Q4, Y2)
- Identification of partners (microfinance institutions and/or public and private financial institutions) capable of servicing AIRN members through an AIP credit guarantee; and
- Negotiation with selected financial institution(s) to reach agreement on improved loan terms for Accredited AIRN members

AIP may also put forward the credit guarantee to assist potential women grantees to meet their "match" requirements in order to obtain a grant to establish an agro-input retail business.

By Q1 of Y3, AIP expects to conclude its identification and begin collaboration with at least one financial institution. By end of Y3, AIP anticipates it will have facilitated the loan disbursement under the credit guarantee scheme to at least 50 AIRN members.

1.1.7 Gender Lens Committee (GLC)

In Y2, three NGOs joined the GLC (Ashroy Foundation, *Banchte Shekha*, and the Association of Voluntary Actions for Society -- AVAS), each represented by a Committee Member. Five members, including representatives from partner NGOs, the AIRN Coordinator, and the Gender Specialist (who serves as the Chair of the GLC) compose the Committee.

In Y3, the GLC will maintain its oversight of the implementation of the recommendations from the initial Gender Assessment and ensure gender messaging is incorporated throughout all program activities including AIP's enhanced media campaigns. The GLC will remain committed to and involved with AIP and the AIRN ISC (once formed) in the development of training tailored for female AIRN agro-input retailers.

The GLC schedules its meetings once per month (or more, if determined necessary) to carry out its mandate. The GLC will oversee the licensing process by potential women retailers, as well as the women retailer grantee identification and selection process to ensure transparency, accountability, gender equity, and diversity.

Commencing in Q1 of Y3, the GLC will also regularly monitor and quarterly assess the proper utilization and effectiveness of grant awards, gauge the efficacy of supplementary support programs for women retailers, and identify competitive advantage opportunities for women agro-input merchants.

The GLC also focuses on improving women's empowerment according to the five domains of empowerment in the Women's Empowerment of Agriculture Index (WEAI) (see Cross Cutting – Gender). Specifically, AIP will concentrate in the following domains and indicators of the WEAI:

1. Leadership: Through increased membership of women input retailers in AIRN, taking a more active role in AIRN meetings, and gaining additional comfort in public speaking; and
2. Resources: Ownership of Ag-Input retail shops and decision-making power over shop operations, finances, and access to credit.

Progress along these domains will continue as a central element of GLC discussions.

1.1.8 Creation of Women Retailers through AIRN

AIP's first Gender Assessment and Grants Manual, both finalized in Y2, identified ways to influence all program interventions and to implement the matching grants program to establish 300 women-owned agro-input retailers over the life of the project. In Q4 of Y2, three women-led NGOs in the project's target areas, the Ashroy Foundation, *Banchte Shekha*, and AVAS (working in Khulna, Jessore, and Barisal, respectively), were contracted to assist AIP in field-based procedures to collect applications, deliver grant agreements, monitor benchmarks' completion, and fulfill associated tasks.

Negotiations with the three women-led partner NGOs were prolonged in Y2, but the contracts were executed in Q4. Fifty grants were targeted for completion in Y2, but this did not take place. By the end of Y3 it is projected to complete 200 matching grant awards with the remaining 100 to be completed in Y4. Matching grants implementation will be overseen by the AIP Grants Manager, the AIP Gender Specialist (who interfaces with the partner NGOs), and supplemented by a Grants Officer, who will principally be involved with procurement and delivery of in-kind deliverables to grantees. The Grants Committee, independent of the partner NGOs and the GLC, will evaluate grant applications to make grant awards.

1.1.9 Strengthen Agricultural Input Wholesale Associations

The goal of this effort is to construct durable project-wide input supply chains of quality products to AIRN member retailers with the objective of creating widespread demand among farmers for quality agricultural inputs. AIP will implement capacity building trainings that target three wholesaler associations (BSA, BCPA, and BFA) to strengthen their member services and representation, business ethics, and to further develop the organizational capacity to the capability requisite for prospective direct implementation of donor-funded activities. As the Organizational Capacity Assessment (OCA) process is completed with each association, the Organizational Capacity Development (OCD) training component will be implemented through CBSG and/or other national private sector organizations. These combined efforts will compliment project efforts towards achieving outputs of its Interventions 3.4 and 4.

1.1.9.1 Directory of Input Supply Companies and Wholesalers

A survey of input supply companies and wholesalers to record their contact and ordering information, and available products and services was completed in Q4 of Y2. A Directory of the resulting records will be published during Q1 of Y3. In Y2, AIP supplemented this activity to include a separate master list of GOB retailers who

conduct business in the 20 FTF districts. This master list of retailers is necessary for AIP to purposefully identify and tactically target potential AIRN members.

Both activities have been outsourced to a third party, the Nielsen Company, (Bangladesh) Ltd. The Directory of companies and wholesalers is scheduled to be produced in MS Word in booklet form and in MS Excel form in Q1 of Y3. These records will later be converted to MS Access. The Directory will include companies and wholesalers who are major suppliers of products and services to the 20 FTF Districts. The retailers' master list is also scheduled to be produced in Q1 as an MS Excel file, and will converted later to MS Access. This will ultimately become a searchable, relational database incorporated through a link to the GIS-based Market Information Services in Intervention 2.

1.1.9.2 Capacity Building of BSA, BFA, and BCPA

Capacity building of BSA, BFA, and BCPA will improve business ethics and member services. The project conducts OCA and OCD of these associations through a contract with the Capacity Building Services Group (CBSG). The scope of work includes the assessment of each association's business ethics, their quality of member services, and those they may wish to expand upon. Interventions 1.1.9.2 and 4 are linked in the sense that these associations will best be able to improve their member services while carrying out OCD within the broader spheres of organizational governance, management, fiscal and financial management, , etc.

A baseline OCAT score, resulting from these assessments, will guide the approach to and content of OCD training. The OCD training content is constructed by the CBSG with the collaboration of the Senior Capacity Building Advisor (SCBA). BSA OCA was completed in Q3 and OCD training started in Q4 of Y2 and will continue into Y3. The OCA will be initiated with BCPA in Q1 of Y3 to be followed by OCD. The BFA will follow. Additionally, AIP expects to supplement its agreement with CBSG to include OCA/OCD with 3 female-led PNGOs in Y3.

1.2 Trainings/Seminars/National and International Study Tours

To improve the capacity of agricultural-inputs retailers and wholesalers, AIP will maintain its training focus on business management and ethics, safe and responsible use of agricultural input products, and agronomic practices. As noted in Intervention 1.1.3, AIP will continue to assess retailer training needs, but will begin to incorporate the input of an AIRN Industry Skills Committee (formed in Y3). Ultimately, the basic trainings will be supplemented with Continuing Education training courses developed through the AIRN ISC. This will enable AIRN retailers to further upgrade their skills and provide enhanced levels of high-quality embedded services to their customers, and thereby increase the safe, responsible use of quality agricultural input products.

In addition, AIP plans to send standard-leading AIRN retailers on domestic and international study tours to increase their capacities to manage their businesses competitively, ethically, and on scientifically-based grounds. A secondary aim is to expose agro-inputs industry leaders to state-of-the-art regional developments in agricultural inputs. The specific learning objectives of the study tours are as follows:

- To gain an understanding of domestic and international best practices in the agricultural-inputs sector through physical visits to input suppliers and retailers;
- To gain a more complete understanding of the retailer/dealer association development process and best governance and effective operation practices; and
- To analyze company/country quality control systems and practices such as the seed processing center(s), bio-technology, seed moister, germination testing, hybrid testing, commercial research, and green house operations.

These visits are also aimed at improving the relationship between producers and traders, and acquainting retailers with production procedures and quality control techniques.

Study tours are intended to motivate AIRN members. Retailers will be required to meet certain criteria (e.g., Accredited Member involvement in the AIRN *Upazilla* formation process; likelihood of being a future AIRN leader/Executive Board member, good communication and presentation skills**,** command of spoken and written English, volume of sales, etc.) in order to participate.

In Y2, AIP organized four domestic study tours with 54 retailers to observe best practices in the agricultural-inputs sector and to visit input suppliers, retailers, agricultural associations, and other hosts. AIP conducted its first international tour to India in Q4 of Y2. Included were 8 AIRN Accredited members and a representative from each of the national input associations (BSA, BCPA, and BFA). In the upcoming program year, AIP will coordinate another AIRN international study tour and two domestic study tours. The process will be led by the Senior Training Advisor and the AIRN Coordinator with support from the SCBA.

In Y3, AIP will also continue to generate demand for quality agro-inputs through another of its primary set of interventions: demonstrations of the efficacy of the use of quality products to farmers who may purchase these inputs from AIRN retailers also providing embedded services. This activity will be extended through the training of AIRN members, the monitoring and auditing of Accredited members, and through enhanced media campaigns (see Interventions 3.2 & 3.3).

1.2.1 Development of Training Modules

To ensure retailers are armed with knowledge in the safe use, handling, storage, and disposal of seed, fertilizer, and crop protection products (CPPs), AIP will continue to provide Safe Use Training to all AIRN retailers throughout the project area.

Three training modules will be revised and/or updated in Y3:

- Trainings on Agricultural Inputs Storage, Use, and Handling developed in Q2 for male and female input retailers:
    - CPP safe shipping, storage, and handling
    - Seeds & fertilizers' proper storage
    - CPPs' proper use, safe application, and disposal (farm level)

- Fertilizers' proper use/application
- Seed's proper use

- Business management training (BMT) for female retailers.
- AIRN Governing Principles and AIRN *Upazilla* Chapter Governance Procedures after AIRN is formed nationally and its bylaws adopted.

As noted in the Y2 Implementation Plan, CropLife Asia's (CLA) Safe Use Training modules were appraised with a few deficiencies noted. Therefore, during Y2, AIP only used the CLA materials in trainings-of-trainers (TOTs) (see Intervention1.2.1). In late Y2 or Q1, Y3, AIP expects to enter into an MOU with BCPA, a provision of which will allow for AIP to edit a copy of the CropLife Asia's Safe Use Training modules to correct the deficiencies. Thereafter, the material will be used for both Master Trainer TOT and for training of retailers. Pending such agreement, AIP will continue to only use CLA materials in TOTs when the inappropriate messaging is eliminated. In such cases, AIP staff will be present during the TOTs to ensure that this occurs. AIP will further ensure that trained trainers, who are agro-input companies' personnel, follow the same instructions.

A short impact assessment on Syngenta's retailers' training will be conducted by a third party; the GMark retailers' training modules will be similarly reviewed and updated.

1.2.2 Master Trainers' Selection, TOT, and Trainings

Through project years 1 and 2, a total of 55 Master Trainers (MTs) (seven females, 48 males) were selected and trained. In Q4, Y2, AIP entered into an MOU with ACI similar in content to that of the MOUs with Syngenta, Bayer, Lal Teer, and Global Agrovet. A provision of the MOUs is for the company to nominate individuals (ACI nominated thirty-five, for example) to be trained as Master Trainers who will then utilize the AIP training modules to deliver training to retailers.

In Y3, AIP will deliver at least 89 batches (five companies and GMark) of training for approximately 2400 AIRN retailers.

1.3 Prepare and Distribute Brochures

To maximize the success of the AIRN membership drives, AIRN will develop additional AIP and AIRN brochures explaining project field activities. Due to its increased events in Y3, more than 10,000 copies of the brochures will be developed and translated into Bangla to reach the target audiences of agro-input retailers and farmers regarding quality agro-inputs. The brochures will also be available in English to spread AIRN's message to other stakeholders such as USAID, NGOs, private companies, business associations, and other FTF projects. AIP will also create direct and friendly messages derived from selected elements of the brochures for use in posters for retailers to display in their shops.

1.3.1 Branding and Marketing Campaign for AIRN

The AIP Communications Team will pre-screen and shortlist qualified multi-media advertising agencies for the purpose of launching and maintaining media campaigns to key audiences. The campaigns will be focused in the AIP project area on multiple themes related to the identification and use of quality agricultural inputs. To be considered, agencies will need to have evidence of similar past successful campaigns.

The media house must also have experience in the agriculture sector; experience in print, radio, TV, and advanced electronic media in rural Bangladesh environments; and evidence-based results in reaching and influencing behavior in target audiences (farmers, agro-input retailers, and the public).

A Technical Communications Specialist (TCS) hired in Q4, Y2 or Q1, Y3 will help produce brochures, posters, leaflets, papers, and other education materials on quality agricultural inputs. S/he will be the technical anchor within the communications team to message farmers, retailers, and the general public through different media channels.

AIP will develop and distribute a quarterly AIRN newsletter to its principal audiences and the general public. The AIRN newsletter, titled "AIRN News Highlights," will focus on AIRN activities such as media events, field days, trainings, and success stories of retailers and farmers. A short documentary on the purpose and establishment of the AIRN will be completed by the end of Q2, Y3, with the assistance of CNFA's Communications and Marketing Specialist (CCMS), and the help of a professional local photographer. The photographer will also create an exclusive AIP photo gallery that will capture agricultural productivity, AIRN member retail shops, the safe use of chemicals at the shops and field levels, and other cross-cutting themes, including gender integration, nutrition, and environment.

1.3.2 Public Awareness Campaign for Proper Use of Seed, Fertilizer, and Crop Protection Products (Pesticides)

AIP will continue to spread AIP/AIRN subject-related messages through the Ministry of Agriculture's (MOA) Agriculture Information System (AIS) Community Radio. In Y2, AIP distributed messages through the AIS Community Radio on AIRN membership drives, how to recognize quality seeds, and safe use of pesticides (CPPs). Talking points are developed using a standard radio broadcast template. Starting Y3, AIP will broadcast information on the safe use of CPPs at the shop level, identifying quality fertilizer, grants eligibility, and the most nutrient-rich crops for women and children. These messages will be broadcast rigorously throughout Y3. The messages will also be distributed as leaflets available to famers at AIRN shops.

AIP will produce messages for the anticipated "Did you know?" campaign to educate farmers and retailers about AIRN, quality agro-inputs, proper use of seed, determination of quality fertilizers, and safer use of CPPs. An illustrative list of messages is set forth below indicating different media channels to be utilized and the target audiences.

Illustrative Campaigns' Messaging:

Messages	Print media	Audiences
Did you know that you as a retailer can help prevent accidental poisoning?	Brochures and posters	Retailers
Did you know that crop rotation disrupts life cycles of pests?	Brochures and posters	Farmers and retailers
Did you know that you should never transfer CPPs in soft drink bottles or any other food containers?	Brochure and posters	Farmers and retailers
Did you know that selling only quality agro-inputs and not fake/adulterated products will increase	Brochure and posters	Retailers

your profits in the long-run?		
Did you know that you shouldn't spray any chemicals in a windy or rainy condition?	Brochure and posters	Farmers and retailers
Did you know that giving sound advice to farmers when you sell products will build trust and repeat customers?	Posters	Retailers
Did you know that pesticides can kill migratory birds? Do not contaminate the environment by misusing CPPs.	Posters	Farmers
Did you know that growing and eating more nutrient-rich crops will make you and your family healthier?	Brochures and posters	Farmers and retailers
Did you know that CPPs can kill honeybees which are beneficial for agriculture? Use CPPs early in the morning or late afternoon to protect honeybees.	Brochures and posters	Farmers
Did you know that you will increase your knowledge about agro-inputs business through the three basic trainings when you join the Agro-Input Retailers' Network (AIRN)?	Brochures and posters	Retailers
Did you know that pesticide shops should have proper air circulation, a non-absorbable floor, and a shelf to organize the products?	Posters	Farmers and retailers
Do you know the top most nutritionally-rich crops to have a healthy life?	Brochures and Posters	Farmers
Did you know that AIRN is your certified, trusted network of quality agro-inputs?	Posters	Farmers
Did you know that pesticide packages need to be buried and that liquid containers should be triple rinsed after usage?	Brochures and posters	Farmers and retailers
Did you know that CPPs have both acute and chronic health risks?	Brochures and posters	Farmers

1.3.3 E-Books' Improvement

In Y2, AIP reviewed 14 existing e-books. The review committee found them to be current, informative, and attractive due to their use of colorful pictures and videos. The e-books include information on fertilizer application, crop harvest, seed production process, irrigation, bacterial disease, crop storage, and the nutrient value of the crop. The AIP Communications Team will make the e-books available through AIP's website.

In addition, with the help of experts, AIP will develop new e-books. For example, an e-book on seed will describe how best to determine quality seed -- especially vegetables, grain, and green legume seed. A second e-book will explain to determine the appropriate and quality CPPs and their proper use. A third e-book will be on how to determine quality fertilizers, including micro-nutrients. These materials will then be able to be accessed by wholesalers, retailers, information centers, and farmers.

Activity Plan- Intervention 1 Y3

Task #	Project Task	2014			2015										Leads, partners and Collaborators	
Intervention 1: Establish Agro Input Retail Network		**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**AIP Staff lead**	**Implementing Partner**	**Collaborating Partner**
1.1 Establish AIRN																
1.1.1	Selection of 90 of 122 Upazillas over 20 FTF Districts													AISCA	AIRN Coordinator	Partner NGOs *Banchte Shekha,* AVAS and *Ashroy* Foundation
1.1.2	Assessments of private sector agro-inputs companies													AIRN SCA		Private Sector companies
1.1.3	Identify training needs of retailers													STA	GMark	Partner NGOs *Banchte Shekha,* AVAS and *Ashroy* Foundation
1.1.4	Working purpose, objectives, and modalities of AIRN	This task is complete												AISCA	AIRN	--
1.1.5	AIRN Structure and members													AISCA and AIRN Cord	BFA, BSA, BCPA	--
1.1.5.a	AIRN Membership Drive													AIRN Cord	--	AIP Staff
1.1.6	Credit Guarantee funds													AISCA	BRAC and TBD	AIRN
1.1.7	Gender Lens Committee (GLC)	Formation of GLC is complete, and the meeting s are on going												GS	*Ashroy,* AVAS, *Banchte Shekha*	--
1.1.8	Creation of Women Retailers through AIRN													GS	*Ashroy,* AVAS, *Banchte Shekha*	GLC, Local Women's Groups, AAPI
1.1.9 **Strengthen Agricultural Input Wholesale Associations**																
1.1.9.1	Directory of input supply companies and wholesalers	This activity was completed in Y2												M&EA and AISCA	3rd Party Organizations	BADC, DAE, BSA, BCPA, BFA
1.1.9.2	Capacity building of the BFA,BSA, and BCPA													SCBA	3rd Party Organizations	BSA,BCPA, BFA
1.1.9.3	Collaboration with BPRSSP													AIQCSA	BSA, BCPA, BFA	BPRSSP
1.2 Trainings and Study Tours																
1.2	AIP will establish the criteria and strategy for AIRN retailers to participate in study tours[1]													STA	AIRN Coordinator	Input Companies, Input Associations
	AIP will identify venues for the study tours													STA	AIRN Coordinator	Input Companies, Input Associations, AIRN
	Organize AIRN retailers and regional study tours													STA	AIRN Coordinator	Input Companies, Input Associations, AIRN
1.2.1	Development of training modules													STA, SCBA, GS	GMark	GLC
1.2.2	Master trainers' selection ToT and Training													STA, GS	GMark	--
	Trainings of AIRN Retailers													STA, SCBA	GMark, Input Companies	AIRN
1.3AIRN Promotion- Prepare and Distribute Brochures																
1.3	Branding and Marketing Strategy and AIRN Brochure developed													CPRS and Com Team	AIRN	Ashroy, AVAS, Banchte Shekha
1.3.1	Branding and marketing campaign for AIRN													CPRS and Com Team, CNFA CMS	AIRN Coord,, AIRN FOs, *Ashroy*, AVAS, *Banchte Shekha*	*Prothoom Alo*, Daily Star, BTV, Channel 1, DAE-AIS
1.3.2	Public awareness campaign for proper use of seed, fertilizer, and pesticide													CPRS and Com Team	AIS	AIRN
1.3.3	e-books Improvement and Use													CPRS and Com Team	AIS	AIRN

[1] Domestic and International Study tours each have their own criteria and strategy. These were explicated for all tours in Y2 – both for regional (international) and for domestic tours.

Output Tracker: Intervention 1

1.1	Establish Agro Input Retail Network	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Improved capacity of leading input industry associations (BSA, BFA, BCPA, and AIRN) (# org)	4	1	0	2	2	2	--	--	SCBA
	Develop new member services (# services)	12	2	0	5	6	5	1	--	SCBA
	Develop new strategic partnerships with national and multinational companies (# companies)	12	2	4	2	1	4	3	--	AISCA
	Conduct policy dialogue events by assisted associations with government officials (# policy dialogues)	32	4	0	8	11	9	6	6	AIQCSA
	Provide matching grants ($1,000) to women retailers (# women retailers)	300	20	0	50	0	200	100	--	Grnts Sp
1.2	**Trainings/seminars/national and international study tours**	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Conduct AIRN business, technical, and safe use training sessions (# session)[2] [3]	160	24	8	105	33	89	30	-	STA
	Retailers attend AIRN business, technical and safe use training (# retailer)	3,000	432	288	2,000	961	1,310	441	-	STA
	Conduct regional and local study tours (5 regional + 5 local) (# of tour)	10	0	0	3	5	3	1	1	STA
	Retailers and other stakeholders participate in the study tours (at least 20% are women) (# participants)	125	0	0	35	54	42	14	15	STA
	New business models introduced and adopted by input retailers (# models)	8	0	0	2	3	3	1	1	SCBA
	New business models introduced and adopted by input wholesalers(# models)	3	0	0	0	1	0	2		SCBA
	Provide TOT on Business Management, Safe Use, and Agronomy Training to master trainers (Male 5, Female 2) (# person)	7	7	22	7	9	35	--	--	STA
	Conduct training of trainer sessions for commercial trainers (# person)	20	5	24[4]	7		--	--	--	STA
	Commercial trainers conduct training to AIRN, BSA, BFA, BCPA members (# participants)[5]	15	0	0	0	0	15	--	--	STA
	Conduct safe use training to AIRN retailers (# participant)[6]	3,000	--	--	--	--	--	--	--	AISCA
	Conduct village sessions on garnering support from families and neighbours for women retailers (# sessions)	300	20	0	50	0	105	195	--	GS
1.3	**AIRN promotion – prepare and distribute brochures**	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsib

[2] Several retailers were trained before they formally joined AIRN in Y1.

[3] As per project design, two separate training courses were designed for retailers to cover three subjects. These two courses were as follows: a) business management and technical agronomic issues, and b) safe use of agro-inputs. Later, at the beginning of trainings' delivery, these three subjects were merged into a single training course in order to allow the retailers to understand these subjects holistically. The training course in the above lower output indicator chart (under 1.2) is thus renamed as **"**Conduct AIRN business, technical, and safe use training sessions**"** instead of **"**Conduct AIRN business and technical training sessions,**"**

[4] These individuals are employees of commercial agro-input companies who were employed in Safe Use; the individuals reported in following years will be trained in all trainings.

[5] The training for retailers under this output statement "Commercial trainers conduct training to AIRN, BSA, BFA, and BCPA members" is a repetition of trainings to AIRN retailers; the training for AIRN retailers is being recorded separately. Thus, the word **"AIRN"** has now been dropped and the target for the association staff (BSA, BFA, and BCPA) has been changed to 15 (instead of 3,015).

[6] The training on Safe Use is redundant (see footnote 2 above). This row has now been merged with the row entitled: Conduct AIRN business, technical, and safe use training sessions (# session).

										le
	Enhancement of existing best practice materials and develop guides for key crops (# crops)	14	2	0	4	0	6	8	--	CPRS
	Distribute print materials on key crops (# copy)	10,000	1,450	0	2,500	0	4,300	5,700		AIRN Coordinator
	Develop new educational publications (# publication)	23	3	0	6	8	7	5	3	CPRS
	Develop new materials by the private sector companies (# material)	9	0	0	2		3	2	2	AISCA
	Create AIRN logo[7]	1	1	1	1	2	--	--	--	CPRS
	Develop project brochure	1	1	2	--		--	--	--	CPRS

Intervention 2: Market Information Systems

Following the launch of the *Ag-Inputs Monthly Price Outlook Bulletin* (MPOB) in Y2, the MPOB will continue to display prices and price trends of selected seeds, fertilizers, and plant protection products of the most prominently traded products. These products were ascertained in Y2 (see 1.1.2, this Implementation Plan). Bulletins' contents will be uploaded monthly into AIP's MIS-GIS system that was launched in Y2. The MIS, underpinned by a GIS, is an interactive tool for analyzing and disseminating strategic market information.

2.1 Analysis and Distribution of Ag-Inputs Monthly Price Outlook Bulletin

Based on Y2's list from the assessment of the most prominently traded products in the FTF Zone (see 1.1.2, this Implementation Plan), AIRN Field Officers will continue monthly to collect information on prices and trends from regionally based wholesalers. Wholesalers' prices are more meaningful to the principal audience – AIRN member retailers - than the collection and dissemination of retail prices. Principal wholesalers will be consulted monthly in four broad regions: Barisal, Khulna, Jessore, and Faridhpur. This information will be listed by company, brand name of product, average wholesale price in a given region, and the active ingredients in pesticides. Dissemination of MPOBs will be by inexpensively printed, hard copy book/bulk posted to Accredited AIRN members and industry stakeholders, online through links into DAM's and AIP's web sites, and possibly into Bayer Crop Science's *This Month in Agriculture* and SMS. Printed formats and electronic viewing points' display will be explored for viewing at DAE's *Upazilla*-based agriculture information centers.

Alongside a given company, the MPOB *may* incorporate its rating as to its internal quality regulatory control. An added listing of Company- branded products with such a quality rating, will capture more attention and yield meaningful information to lead buyers to informed decisions. The display of a company's rating will strongly depend upon the company's willingness to participate. The aim is to convince ("good" rated) companies that it is in their business interest. Ultimately, if successful, this tactic can induce stronger self-regulation in the industry (see 1.1.2, this Implementation Plan).

[7] In Y1 AIP created the *Astha* Seal of Quality logo. Following discussions with USAID, it was determined that a separate AIRN logo needed to be developed for retailers to display in their shops.

The GIS system (2.1.1 below) will underpin the information collection and formatting process of the MPOB. AIRN FOs will continue to upload prices and trends of prominently traded products to the GIS, which will be programmed to generate all fields of MPOB information for copy editing. Users of the MIS-GIS system will be able to view the MPOB on line.

2.1.1 GIS Development

Implementation of GIS in support of a Market Information System (MIS) in Y3 will focus on building on and improving the Y2 baseline (supply side) collected information that relate to AIRN member retailers.

All (demand side) base layers' data sets have been acquired and rectified in Y2; thus GIS improvement activities will focus on AIRN information management. These activities will include incorporating monthly price information into the GIS about commonly traded products. Functionality will be developed on the MIS web application to produce Monthly Price Outlook Bulletins in digital format. This will depend on algorithms that will be developed early in Y3, summarizing and averaging wholesalers' input prices (of the most prominently traded products) collected in the field from selected wholesalers throughout the FTF Zone, organized within the GIS database.

Increased AIRN field staff (20 Field Officers, 14 of whom were identified and joined AIRN staff in Q4 of Y2), and a diversification of tasks will require increased support to guide field data collection. The current workflow is designed to be scalable to accommodate new data collectors. Throughout the first two quarters of Y3, the field collection process will diversify between baseline (''point data'') information for new retail members, and ongoing price information collection – as well as quarterly M/E data collection from AIRN Accredited members. The workflow will evolve to accommodate this diversification of tasks, and several steps will continue to become semi-automated in Y3, improving the turnaround time to view data on the website, as well as provide information for reporting.

It is expected that once the MIS becomes populated with a consistent and sufficient amount of data, historical reporting will be enabled. Further integration with M&E and compliance reporting are expected to occur in the second half of Y3, when new reports, queries, and tools can be developed against the more robust datasets in the MIS.

On the supply side of markets and information the following tasks will be continued fromY2:

- Geo-code the Nielsen survey data on existing wholesalers in, and companies within and that sell to the FTF zone into the GIS Graphical User Interface (GUI). This will result in a supply chain with pull-down menus on wholesalers and companies taken from the survey data;
- Redesign the GIS page in the AIP website with GIS GUI and different analytical maps;
- Regularly add answered queries and incorporate them within the GIS GUI; this could answer project related questions;
- Make a user manual of AIP MIS-GIS for different audiences by Q1 of Y3;

- Introduce a call center for farmers. GIS will map out the complaints coming from the field (depending on types of complaint). This will enable AIRN to detect patterns of reportedly bad products;
- Collect and upload the backlog of AIRN member retailers' GPS point data by Q1 of Y3. In Y3, AIP GIS will have the complete GIS GUI with different security level user access, e.g., AIP staff, USAID, companies and other FTF partners; a public web page in the AIP web site with limited query capacity of AIRN members' information and basic analysis.

2.2 Agricultural Exhibitions

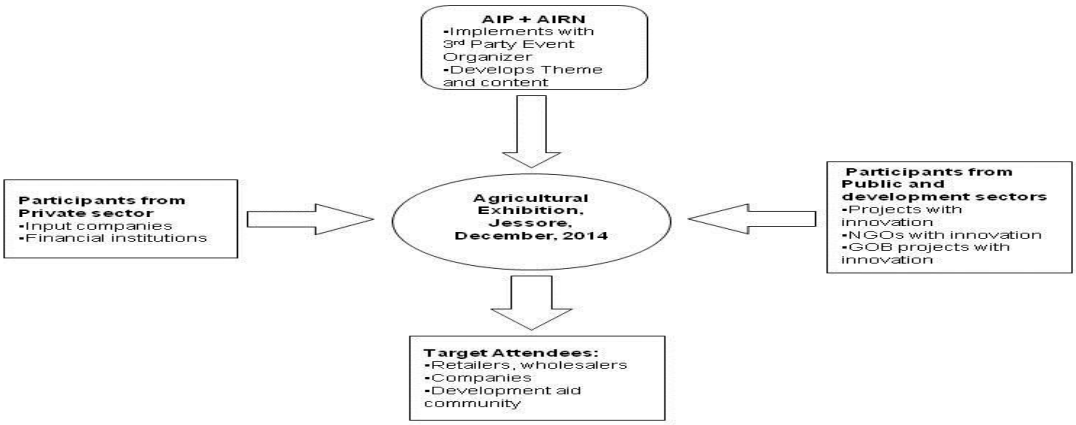
AIRN will organize its first Agricultural Exhibition in December of Y3 in Jessore, due to it being a typically a relatively "slow" period in the input supply sector calendar. The services of a professional event organizer (LIMRA) have been hired to assist AIRN. Exhibitions will be two to three-day events designed to demonstrate innovative management techniques and products, as well as environmentally-responsible agricultural input practices. AIP and AIRN will develop themes for the events, such as "Innovation and Environment-friendly and Safer Use of Agro-inputs." To meet the target of arranging five exhibitions over the life of project (LOP), AIRN will implement a second exhibition in Y3, the timing and location to be finalized after the first Exhibition and upon consultation with industry stakeholders and the event organizer.

Key stakeholders will be invited as participants in the fair to exhibit their products and good practices. Potential exhibitors include the following:

- Ag-Input industry participants including the members of BSA, BFA and BCPA to demonstrate their products;
- USAID-funded and other donor-funded initiatives
- NGOs promoting innovative agricultural inputs and techniques;
- GOB departments promoting innovation in agriculture; and
- Financial institutions with products for agribusinesses.

The Collaboration Flow Chart 5 below illustrates the roles of AIP and its collaborators in the first Agricultural Exhibition:

Collaboration Flow Chart 5



2.3 Collaborative Demonstration Plots with Other FTF Programs

In collaboration with FTF projects and private input supply companies, AIP will continue to implement demonstrations of the benefits of using high-quality agricultural inputs for the production of selected crops. Demonstrations show appropriate application practices of inputs, taking into account farm household health and safety and minimizing the impact on the biological environment. Demonstrations also strengthen commercial links between farmers and participating AIRN member retailers. Demonstrations raise awareness of farmers about the benefits of purchasing quality products from Accredited AIRN retailers.

Demonstrations will be established in close proximity to individual AIRN member retailers' shops so that visiting customers are able to observe the effectiveness of the proper use of and have access to quality inputs. Plots will be established when and where appropriate in collaboration with other FTF projects. The strategy is to perform demonstrations in the environs of AESAP's thematic value chain groups, and in selected AVC production areas – in both cases with the involvement of AIRN member retailers. These plots will demonstrate the benefit of using quality seed of the crops targeted by both AESAP and AVC, i.e., tomato, melon, chili, jute, coriander, onion, and grain legumes. A smaller number of plots will be established with assistance by three contracted female-based NGOs to demonstrate mostly highly nutritious crops. The economic benefits, expressed as gross margin, of eggplant (*begun*) seed and associated CPP demonstrations will result from comparison with nearby controls (i.e., plots with farmers' traditional *begun* cultivation practices).

2.3.1 Demo Plots (Identification of Collaborators and Plots & Implementation)

In Y1 and Y2, AIP signed MOUs with five private input companies to establish 600 demonstration plots over Y2 and Y3 via a cost-sharing arrangement. Those remaining from Y2 will be an important segment of demonstration plots in Y3. AIP will seek to collaborate with more conventional input companies as well with those that sell integrated pest management (IPM)-related products. Combining AIRN members' locations with companies' focal areas, AIP will identify the best locations for new demonstration plots. All these locations will be charted by GPS. Fifty plots not set up in Y2 will be carried over into Y3. An additional 400 – 420 plots are expected to be established in Y3.

AIP will sponsor demonstrations in two broadly-defined seasons in Y3: the first in winter (early *Boro*, starting in early October), and the second in the pre-monsoon season for vegetables (late *Boro*, starting in March-April). The latter can spill into the monsoon season principally for CPPs associated with rice.

Companies will demonstrate quality products that they want to showcase. Products are vetted by AIP with special attention to CPPs. Only "allowed" (by the PERSUAP and its updates) pesticides will be permitted for cost sharing; ''rejected'' pesticides will not be permitted. AIP's environmental team, as in Y2, will evaluate the suitability of locations of proposed demo plots, regardless of the product being demonstrated.

2.3.2 Field Days

For each demonstration plot, three Field Days will be organized: (1) during the sowing or transplanting stage; (2) vegetative stage, and; (3) crop harvesting stage. Best

agronomic management practices will be pointed out, including environmentally-sound agricultural input application practices. In Y3 up to 1410 Field Days will be organized for approximately 470 demonstration plots.

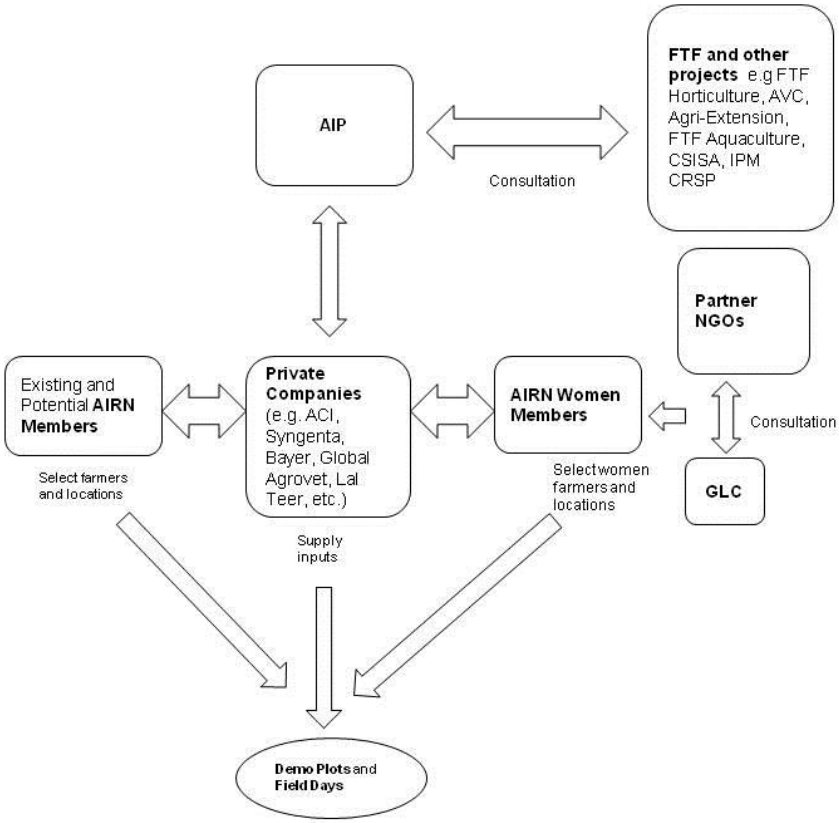
2.3.3 Demonstrations to Promote High Value Nutritious Crops and Technologies

Based on the definitive list of highly nutritious crops AIP produced in Y2, the GLC will select a range of highly-nutritious crops aimed at promotion to female farmers and gardeners. Attention will be given to include high yielding and stress tolerant varieties. As in Section 2.3.1 (above), cost sharing modalities will be developed with partners.

With the help of women retailers and with feedback from the GLC, female-run partner NGOs will select farmers and gardeners on whose land plots would be set up in the environs of female retailers' shops. Planning will take place towards the middle of Y3, after initial grantees' shops are set up.

The Collaboration Flow Chart 6 below illustrates the roles of AIP and its collaborators on Demonstration Plots and Field Days.

Collaboration Flow Chart 6



Activity Plan- Intervention 2 Y3

Task #	Project Task	2014			2015										Leads, partners and Collaborators	
Intervention 2: Market Information Systems		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AIP Staff lead	Implementing Partner	Collaborating Partner
2.1	Ag-Inputs Monthly Price Outlook bulletin – Analysis and Distribution													AISCA and M&EA	AIRN Coord	DAE-DAM, Bayer Crop Science
2.1.1	GIS Development													SCBA and GIS Sp	AIRN; Spatial System Associates	Ag Ext. project, World Fish
2.2	Agricultural Exhibitions													AISCA with Technical Comm Specialist	LIMRA BSA, BFA, BCPA, AIRN	FTF and other projects, partner NGOs, GOB
2.3 Demonstration Plots with FTF Programs																
2.3.1	Demo Plots (Identification of collaborators and plots & implementation)													AISCA	AIRN; Input Companies, *Banchte Shekha*, AVAS, Ashroy Foundation	FTF: Horticulture, AAPI, AVC, Agri-Extension, Aquaculture, SPRING; CSISA
2.3.2	Field Days													AISCA	AIRN; Input Companies, *Banchte Shekha*, AVAS, *Ashroy* Foundation	FTF: Horticulture, AAPI, AVC, Agri-Extension, Aquaculture, SPRING; CSISA

Output Tracker- Intervention 2

2	Market Information Systems	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
2.1	**Analysis and Distribution of Ag-Inputs Monthly Price Outlook**									
	Publish Ag-Input Monthly Price Outlooks (# Outlook)	48	0	0	12	0	12	12	12	AISCA
	Distribute print version through retailers and advisory centres across (# copy)	200,000	0	0	50,000		50,000	50,000	50,000	AISCA
	Utilize GPS to plot retailers assigning unique identification number (#retailers)	3,000	500	0	600	400	1,800	800	--	GIS Sp
	Develop a directory of retailers (#retailers)	3,000	500	0	600	400	1,800	800	--	GIS Sp
2.2	**Agricultural Exhibitions**	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Facilitate annual exhibitions (# exhibition)	5	0	0	2	0	1	2	2	AISCA
	National companies participating in the exhibition (# company)	80	0	0	20	0	16	32	32	AISCA
	Multinational input supply companies participate the exhibition (# company)	20	0	0	5	0	4	8	8	AISCA
	Exhibition of new products (# product)	100	0	0	25	0	20	40	40	AISCA
2.2	**Collaborative Demonstration Plots with other FTF Programs**	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Organize demonstration plots (# demonstration plot)	500	65	0	300	140	470	150	40	AISCA
	Farmers participate in the demonstration plots (# of farmer)	50,000	5,000	0	30,000	7,000	22,000	21,000	--	AISCA
	Demonstrate and adopt new input products (# of product)	30	3	0	15	16	6	5	3	AISCA
	Results of demonstration plots' disseminated through radio and other media outlets (# event)	15	5	0	5	0	6	6	3	CPRS

Intervention 3: Quality Control and Standards and Regulatory Constraints

AIP will continue to engage industry associations and the GOB to develop multi-stakeholder support and improve transparency, which will both be necessary to address chronic problems of low quality seed, improper fertilizer formulation, and adulteration of crop protection products (CPPs). This intervention will facilitate the BSA, BCPA and BFA (private sector) ,and current effectiveness of existing quality control standards. This engagement will result in advocacy for improvements to the existing legal framework, as well as the creation and adoption of new standards. Once determined, this information will be promoted through media campaigns, meetings, and trainings to AIRN retailers, associations' member wholesalers, and distributors.

3.1 Adherence to Industry Standards

In Y2, AIP's work on this intervention focused on seed quality standards. AIP engaged BSA and the GOB MOA in the review of its Seed Policy. In Y3, AIP will continue consultations with the BSA and MOA. These consultations will aim to analyze the causes and constraints for ineffective enforcement of seed rules. AIP will facilitate BSA's comments and recommendations with regard to the respective roles of the public and public sector in the effective implementation of the Seed Framework. In Y3, AIP will also engage BCPA in a review of industry standards and their implementation for the Crop Protection Products. Dependent upon the final form of an MOU to be developed with BFA, a similar effort could begin in Y3.

Seeds

Review of existing seed quality standards, development of new seed quality standards

In Y1, AIP analyzed existing seed quality standards for 74 crops. They were scrutinized along with the revised Seed Policy 2005, which includes the GOB Acts and Rules. In Y2, a committee was formed in the Ministry of Agriculture to fix the Seed Health Standards. AIP, being a member of that committee, jointly organized meetings with the MOA to draft Seed Health Standards of four notified crops, namely rice, wheat, jute, and potato. In Y3, the committee will also examine the economic impact of seed availability for crop production based upon differing levels of infestation. After its analysis of the Seed Health Standards, the committee will forward its recommendations to the National Seed Board for its consideration and approval.

Public-private Sector Workshop/Seminars

A key output from input sector policy analyses will be private sector comments and recommendations to advance to the GOB for upgrading old and developing new standards. The BSA and BCPA will be assisted by AIP to conduct seminars with the MOA and other government officials to discuss and address the policy, statute, and regulatory constraints, and identify pathways and means for addressing them with responsibilities outlined for both public and private sectors.

CPPs

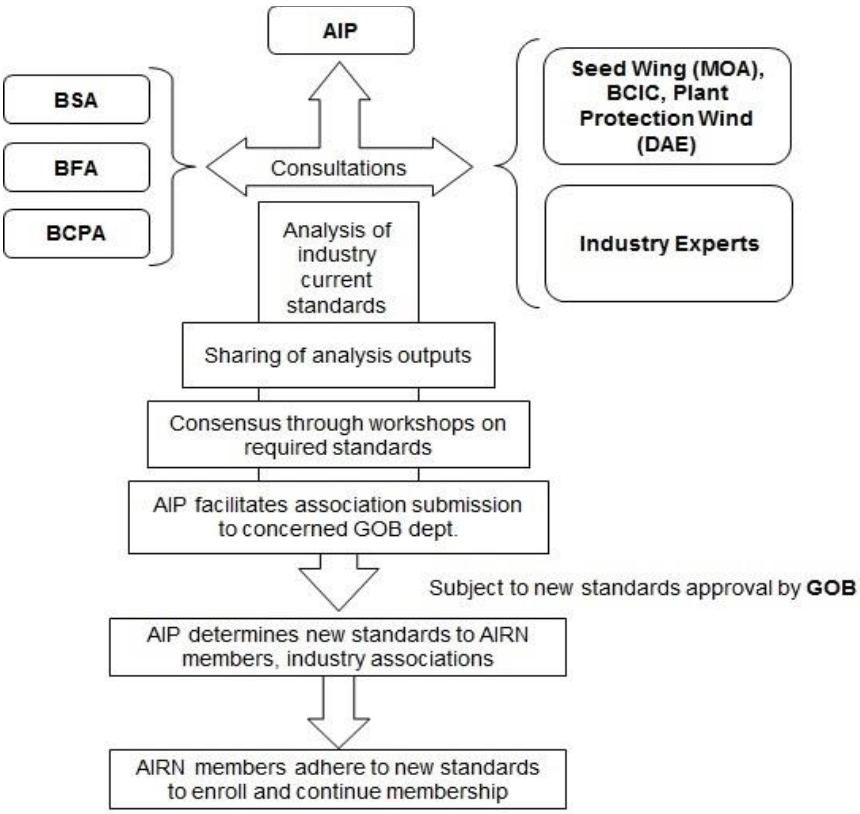
Review of existing CPP quality standards, development of new CPP quality standards

In Y2, with the assistance of a retained expert, AIP began a review of the CPP policy structure, e.g., the Pesticides Ordinance 1971, Destructive Insects and Pests Rules 1966,

Pesticides Rules 1985, Amendment of the Pesticides Rules 1985, Plant Quarantine Act 2011, and relevant *Gazette* notifications published by the GOB. In Y3, AIP will initiate consultations with BCPA, the Plant Protection Wing (DAE), and industry experts to analyze the adequacy of existing CPP standards and the causes of and constraints to effective enforcement of CPP rules.

Collaboration Flow Chart 7 below illustrates the process of reviewing and promoting adherence to industry standards among AIRN members.

Collaboration Flow Chart 7



3.2 Certification and Business Ethics

Following the formation of AIRN at the national level, the AIRN Business Ethics Committee (BEC) will be formed to develop and update retailers' business ethics code, and commission independent audits of retailers. The composition of the AIRN retailers' certificate of membership and code of conduct will be periodically reviewed by the AIRN Executive Board. The Executive Board will consider recommendations from the BEC to assure compliance by AIRN members to a code of ethics that embraces adherence to high quality, unadulterated products.

3.2a AIRN Certification

In Y2, AIP assisted AIRN in developing the content and structure of a certificate for AIRN member retailers. The certificate reflects the standards and conditions for joining AIRN and/or advancing in membership categories. After agreeing to Associate AIRN membership criteria and receiving training (see 1.1.5, this Implementation Plan), a

retailer will receive an AIRN signboard, indicating to the public and farmer/clients that the retailer is an Accredited member of AIRN, and is selling only quality inputs and providing advice on best agronomic practices and proper and safe use of inputs. The signboards are prominently displayed in shops for customers to view.

For the renewal of Accredited AIRN member status, the retailer must strictly comply with the required standards and pass an independent audit (see 3.3, this Implementation Plan). If a retailer fails to pass the audit, her/his Accredited AIRN member signboard will be seized, and s/he will revert to Associate AIRN member status. S/he can regain "Accredited Membership" and her/his signboard if found compliant in a subsequent audit. These AIRN member retailer shops are subject to both scheduled and ad-hoc quality control audit and monitoring visits.

3.2b AIRN Business Ethics Committee

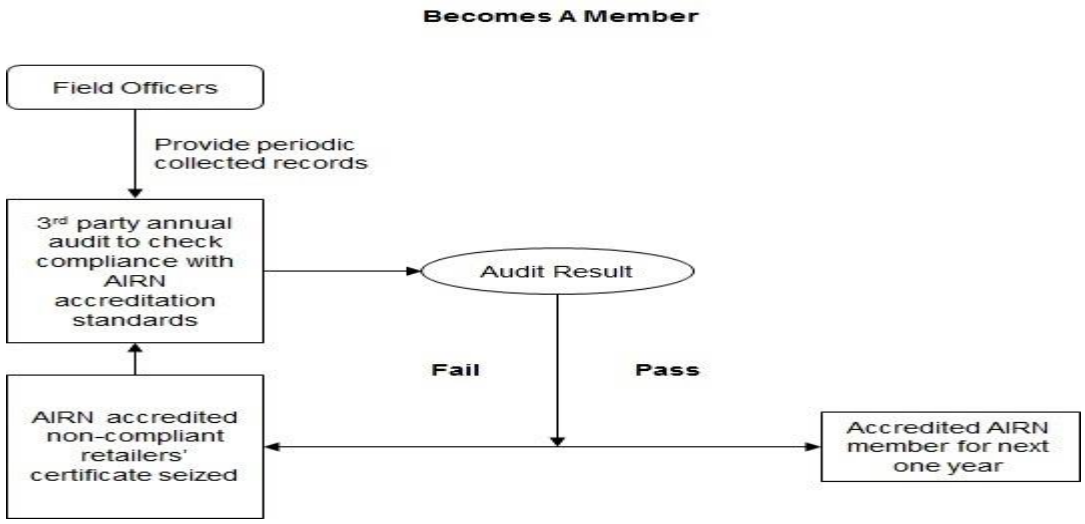
The AIRN Business Ethics Committee (BEC) will be formed in Y3. Its basic mandate will be to determine a set of business ethics standards necessary for AIRN certification and membership. The BEC, aided by AIP, will also commission independent audits of AIRN Accredited member retailers. Based upon the results of these audits, the BEC will review and make recommendations to the AIRN Executive Board for any changes to the ethical standards required of AIRN members.

3.3 Monitoring

Commencing in Y3, two monitoring functions -- audits conducted by an independent firm, and a consumer hotline -- will be established to ensure that Accredited AIRN member certified retailers adhere to their code of business ethics and that their products are of a quality in conformity with industry-approved standards.

The independent audit function will have two tasks: (1) scheduled compliance audits of Accredited AIRN members, and; (2) annual ad hoc visits to verify compliance of Accredited AIRN members for the renewal of their accreditation. The first of the yearly audits will take place in Y3 for those retailers who received accreditation in Y2. For the most part, Ad Hoc compliance visits will be conducted by AIRN FOs.

Collaboration Flow Chart 8 illustrates the monitoring process for AIRN accreditation and maintenance.



AIP will assist AIRN to implement a consumer call center to discover patterns of poor quality agro-inputs. Quality-related complaints will be reported to the call center by farmers who have purchased such goods from AIRN member retailers. The call center number will be posted in AIRN member retailer shops. The call center will record data on products reported as ineffective, adulterated, or mislabeled, e.g., product purpose, name, type, company name, name of shop where purchased (AIRN member shop), and date of expiry.

This data will display patterns of reported products, particularly those sold by AIRN member retailers. In practical terms, AIRN's Field Officers will not be able to investigate each report or ascertain whether a given product is 'bad' or just wrongly applied or sown by a farmer. However, data from a call center will enable AIRN's Supply Chain Advisor (1.1.5 this IP) to:

- Inform all AIRN member retailers of patterns of complaints;
- Inform companies and wholesalers of patterns of complaints; Investigate and/or evaluate supply chains of companies associated with patterns of complaints; and
- Serve as an input to the BEC in its consideration of recommended modifications to AIRN member code of business ethics.

The call center's costs will be factored into AIRN's business model and business plan.

3.4 Coordination on Policy, Legal, and Regulatory Constraints

In Y2, AIP reviewed and analyzed the Seed Regulatory Framework. This analysis revealed that to make the framework efficiently workable, it should be reformed. AIP, with the collaboration of BSA and participation of BPRSSP, held several discussion meetings to receive comments from private seed sector stakeholders towards reforming the National Seed Policy. Through the facilitation of AIP, BSA collected the comments and recommendations of its members and submitted them to the Director General of Seed, Ministry of Agriculture.

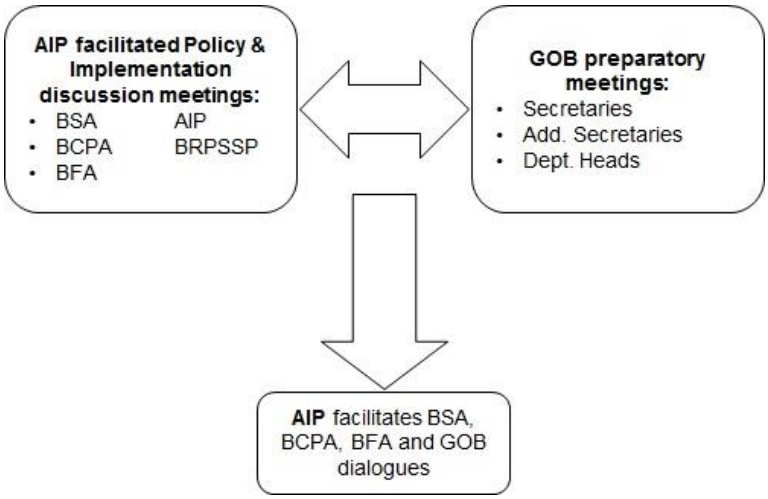
During the same time period, a committee was formed in the Ministry of Agriculture to oversee the Seed regulatory framework reform analysis. AIP, represented on the MOA-appointed Seed Regulatory Reform Committee, is contributing to this process. This activity will continue in Y3.

In Y3, AIP will collaborate with BCPA to analyze the Pesticide regulation and its implementation. AIP has engaged one STTA to review and analyze pesticide regulations. Workshops facilitated by AIP, BCPA, BPRSSP, and representative(s) of Plant Protection Wing (PPW) will examine both the current pesticide regulation and the causes and constraints to assuring the supply of quality crop protection products in the country. Suggestions received through workshops will be placed before the concerned Ministry.

As the project mandates, AIP will liaise with IFPRI to identify and present policy constraints in both the business enabling environment and technical quality control fields. AIP will continue to work with IFPRI and BPRSSP through invitations to participate in policy and implementation workshops to identify and present policy constraints in both the business-enabling environment and technical quality control

fields. AIP staff and representatives of industry associations will participate in policy dialogue groups established in coordination with other donors, the GOB, and private sector stakeholders.

Collaboration Flow Chart 9 below illustrates AIP's coordination with stakeholders on Policy, Legal, and Regulatory constraints.



Activity Plan- Intervention 3 Y3

Task #	Project Task	2014			2015										Leads, partners and Collaborators	
Intervention 3: Quality Control And Regularity Standards		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AIP Staff lead	Implementing Partner	Collaborating Partner
3.1	Adherence to Industry Standards													AIQCSA	BSA, BFA, BCPA	BADC, SCA, Seed Wing (MOA), BCIC, Plant Protection Wing (DAE)
3.2a	AIRN Certification													AIRN Cord and AISCA	AIRN	BFA, BSA, BCPA
3.2b	AIRN Business Ethics Committee													AISCA and GS	BFA, BSA, BCPA	DAE
3.3	Monitoring													AIRN Cord, M&EA	AIRN, Independent Audit Firm	AIS, PA
3.4	Policy and legal analyses													AIQCSA and AISCA	BSA, BFA, BCPA	MOA, IFPRI

Output Tracker- Intervention 3

3	Quality Control and Standards and Regulatory Constraints	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
3.1	Adherence to Industry Standards									
	Develop, adopt, and monitor new input quality standards (# standard)	6	1	0	2	0	2	2	2	AIQCSA
3.2	Certification and Business Ethics	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Create quality standards and business ethics monitoring committee (# committee)	1	0	0	1	0	1	--	--	AIRN Coordinator
	Certification of retailers (# retailer)	3,000	0	0	600	293	1,800	707	200	AIRN Coordinator
	Smallholders served by certified retailers (# smallholder)	1,000,000	0	0	100,000	16,000	200,000	300,000	484,000	M&E Specialist
3.3	Monitoring	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Input companies participate in the Business ethics committee (# of company)	3	0	0	3	0	3	--	--	AIRN Coordinator
	Conduct audit annually by independent auditors on business ethics (# audits)	4	0	0	0		1	2	1	M&E Specialist
	Retailers audited renewing certification each year (80% of the retailers) (# of retailer)	2,400	0	0	0		480	1,440	480	AIRN Coordinator
3.4	Coordination on Policy, Legal, and Regulatory Constraints	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Identify Policy Constraints and Present to the policy dialogue group (# constraints)	8	0	0	4	11	4	--	--	AIQCSA
	Conduct Gender Assessment and Follow-up Gender Assessment	2	1	1	--		--	1	--	GS
	Form Program Advisory Committee consisting of public and private stakeholders (# committee)	1	0	0	1	0	1	--	--	Chief of Party
	Organize Semi-Annual Meetings of Program Advisory Committee (# Meetings)	8	0	0	2	0	2	2	2	Chief of Party

Intervention 4: Strengthening Local Organizations

This intervention is designed to build the capacity of local organizations to become potential future implementers of USAID activities. Capacity building and financial assistance will be provided to industry association partners AIRN, BSA, BFA, and BCPA, as well as to local organizations. In all cases, AIP will make clear to all concerned parties (staff and organizations) that the outcome of this intervention will not necessarily result in a direct USAID award.

In Y2, AIP initiated the process of assessments of three business associations through a contract with CBSG to perform Organizational Capacity Assessments (OCA) and Organizational Capacity Development (OCD). OCD training content is constructed by the CBSG with the collaboration of the Senior Capacity Building Advisor (SCBA).

In Y3, AIP may act to supplement its agreement with CBSG to include OCA/OCD with three female-led PNGOs identified in the cooperative agreement (Ashroy Foundation, AVAS, and *Banchte Shekha*).

4.1 Organizational Capacity Assessment

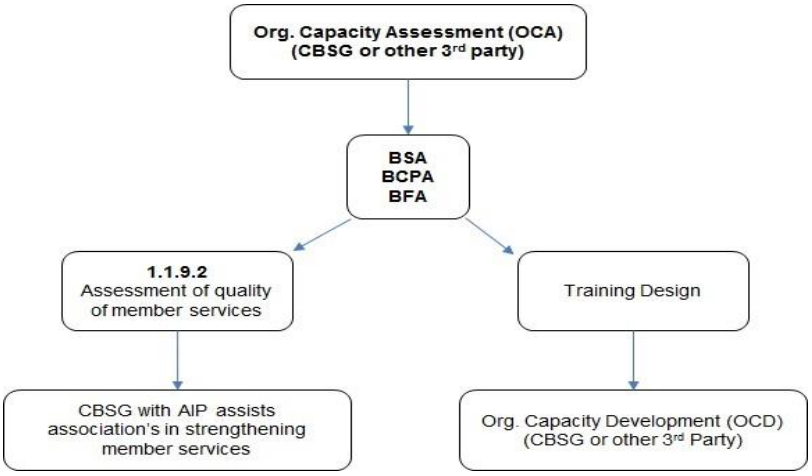
The benchmarks of OCA include those incorporated in USAID's Standards for Financial Management Systems. OCA began in Y2, Q3 with BSA, and will proceed to BCPA and BFA. These three business associations will also have the quality of their member services assessed (see 1.1.9.2, this Implementation Plan). OCA is largely a contracted third party (CBSG) facilitated process of *self*-assessment. More organizations will be assessed and developed to reach at least 20 in the LOP.

4.2 Training Design

OCD Action Plans will be the outcome of OCA. Trainings in OCD will begin as assessments' findings emerge. Assessments' outputs in the form of a baseline OCAT score will determine best approaches and OCD training content. When BSA, and later BCPA and BFA, (and potentially other local organizations, e.g., the three partner NGOs) are adjudged to be reasonably sound, AIP will be in a position to issue sub-awards with clear Scopes of Work related to AIP's objectives.

AIP's activities in Intervention 4 are illustrated in the Collaboration Flow Chart 10 below.

Collaboration Flow Chart 10



Activity Plan- Intervention 4 Y3

Task #	Project Task	2014			2015										Leads, partners and Collaborators	
Intervention 4: Strengthening Local Organizations		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AIP Staff lead	Implementing Partner	Collaborating Partner
4.1	Organizational capacity assessments													SCBA	3rd party organizations	BSA, BCPA, BFA
4.2	Training design													SCBA	3rd party organizations	BSA, BCPA, BFA

Output Tracker- Intervention 4

4	Strengthening Local Organizations	LOP Target	Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3	Y4	Y5	Staff Responsible
	Provide Sub-Awards to Local Implementing Partners	Up to 30	0	4	10	7	14	5	--	SCBA
	Develop Specific Technical Assistance Package for All Local Organizations (# Package) (Note : 3 OCAs should be incorporated)	1	1	0	1	1	--	--	--	SCBA
	Value of Sub-Awards Provided to Local Implementing Partners	$750,000	0	21,561	No pre-set Target	416,528	TBD			SCBA
	Provide TA to Develop Pre-Award Survey by Local Accounting Firm (#TA)	1	0	0	1	0	1	--	--	SCBA
	Local Organizations Qualify to Implement USG-Funded Programming (# organization)	3	0	0	--	--	--	2	1	SCBA

Cross-Cutting

Gender

AIP is committed to integrating gender issues throughout its program objectives, approach, and monitoring. In Year 1, AIP conducted its baseline gender assessment. This work identified major limitations and challenges to women farmers in acquiring quality inputs; major limitations and challenges to women selling, or who aspire to sell agricultural inputs; the role AIRN and AIP can play in addressing these limitations and challenges; recommendations on the modalities of matching grants to establish 300 women-owned agricultural input businesses; and specific actions to integrate findings into the approaches for all of AIP's interventions. In addition, the gender assessment adapted the Women's Empowerment in Agriculture Index (WEAI) to the AIP context so

Figure1. THE FIVE DOMAINS OF EMPOWERMENT IN THE WEAI

AIP adapted the first domain from ''production'' to ''business'' and created indicators tailored for this domain.

Domain	Indicators
Business	Input in business management decisions
	Autonomy in retail operation
Resources	Ownership of assets
	Purchase, sale, or transfer of assets
	Access to and decisions on credit
Income	Control over use of income
Leadership	Group member
	Speaking in public
Time	Workload
	Leisure

that measurement in the changes in empowerment of women retailers in the project area will be possible (see 1.1.7 & 1.1.8, this Implementation Plan). The domains of empowerment addressed by this assessment include business, resources, income, leadership, and time.

To facilitate the implementation of the specific actions recommended in the initial gender assessment, a Gender Lens Committee (GLC) was established early in Y2 within the AIRN. The GLC will continue to convene, as they did in Y2, to help- as more is learned - in the development or improvement of training courses tailored for female agro-dealers joining AIRN.

AIP and AIRN will continue in Y3 to garner community support for its women-focused activities by holding sessions in communities where potential women grantees reside. AIP will also ensure that monitoring of program indicators will be disaggregated by gender where appropriate.

Environmental Compliance

In Year 1, AIP conducted an Environmental Due Diligence Review (EDDR) and Pesticides Evaluation Report and Safer Use Action Plan (PERSUAP). Both were approved in Y2 in Q1 and Q2 respectively. AIP hired its Environmental Specialist (ES), and to supplement his ability to evaluate the (enormous load) suitability of prospective demonstration plots' locations and monitor Field Days, Environmental Interns were hired. The approved EDDR has its Environmental Mitigation and Monitoring Plan (EMMP, pp. 87-89). The draft PERSUAP has a similar Mitigation and Monitoring Plan for IPM and Pesticide Safety (pp. 124-129). The EMMP in the EDDR, and the PERSUAP's Mitigation and Monitoring Plan for IPM and Pesticide Safety, both detail comprehensive tasks to be carried out over the LOP of the AIP. These tasks will operate in parallel with and as part of AIP's four Interventions. It is necessary that *all* AIP and AIRN staff – and AIP's relevant service contractors and subawardees – understand their specific roles to implement both tools of the EDDR and PERSUAP. To ensure this, the following steps initiated in Y2 will continue to take place in Y3:

- Training of AIP and AIRN staff will continue in Y3, to ensconce time-bound roles and responsibilities enlisted in both EMMPs. Both EMMPs are adjudged to be sound and do not require changing for Y3 implementation.
- Trainings of relevant service contractors and subawardees will continue in Y3 on their environmental roles, using the curriculum that was designed and taught in Y2.
- Trainings of Accredited AIRN member retailers will take place throughout Y3 on both field and shop-level safe use and handling of pesticides, including field application, transport, storage, display, safe use within shops, and recommended shop infrastructure e.g. ventilation and non-absorbable surfaces.

Strategic discussions will continue in early Y3 to determine collaborative efforts to realize the Integrated Pest Management (IPM) recommendations of the PERSUAP. IPM was recommended to be applied broadly at the farmer production level. Collaboration will be required to meet this objective, particularly with input supply companies that sell IPM-related CPPs.

Throughout the life of the project, the Environmental Specialist, together with AIP and AIRN staff, will ensure that all AIP activities are in compliance with the USAID Initial Environmental Examination, EDDR, and PERSUAP. The ES will obtain and evaluate new active ingredients in products that have been registered by the DAE's Plant Protection Wing, against the U.S. Environmental Protection Agency's standards.

A particular focus of effort of the ES will be on demonstration plots, Field Days, and the crop protection products (and protective equipment) that will be used in demonstrations. Interns, mostly from Khulna University whom have earned at least an MSc in Environmental Science, will continue to be paid a stipend to support the Environmental Specialist.[8] After field training on the use of the EMMP, the interns will assist in evaluating location suitability for Y3 demonstration plots, thereby ensuring compliance with the EDDR, EMMP and PERSUAP.

With experience using the Demonstration Plots location suitability evaluation form in the approved EDDR, during plots' evaluations some fields within the form required clarification. These slight alterations to the approved EDDR form were made in Y2. The alterations did not change the substance of the form; they only clarified it. The adjusted form follows this section.

AIP will require AIRN retailers to receive Safer Use trainings and trainings that cover environmental safety and responsible use to qualify for Accredited AIRN member status. These trainings (i.e. regarding crop protection products and IPM) will ultimately benefit end users (i.e. farmers), as the information passed on through these trainings will be shared as part of the embedded services provided to customers of AIRN retailers.

April 22, 2014 adjustments to: Agro-Inputs Project, Environmental Compliance Checklist of Potential Demonstration Plots

Summary for evaluator's use after all fields (1-4) below are completed:

Overall evaluation of potential of field to be used for a demo plot:

Allowed with no conditions:

Allowed with conditions (State all conditions):

Disallowed: _____

Evaluator's Name:		Date of Evaluation:
_____ Evaluator's Signature & Date:	_____ Environmental Specialist's Signature & Date:	_____ Chief of Party Signature & Date:

[8] Interns will help AIP in completing the aforementioned tasks within a compressed time frame. Currently in Bangladesh, there is a dearth of experienced local environmental specialists in the sub-field of environment and agriculture. By hiring, training, and utilizing interns, AIP will thereby help build a cadre of skilled Bangladeshis who could advance their careers in this field.

1. Location of the demo field:		
Name of the farmer:	Name of the Associated Retailer:	
Name of Collaborator: Company _____ FTF Collaborator: _____		
Village:	Union/PO:	Thana:
District:	Latitude:	Longitude:

2. Topographic, Hydrologic and Soil Data:			
I.	Size of the demo plot (decimals):		
II.	Distance from nearby water body (m): Ponds___Canals____ Lakes_____ Rivers_____ and nearby drinking water sources: (shallow DWS)_____(deep tube well)_____ a) Depth of the water table (source: DPHE): http://www.dphe.gov.bd/aquifer/index.php/borelog		
III.	Distance from nearby household or livestock housing (m):		
IV.	Soil Texture:	Porous:	Dense:
V.	Ecologically critical area near the potential demo plots (Y/N):		
VI.	Type of demo plot:	Open field:	Bund of aquatic resource:

3. Pesticide(S) Include for seed treated with fungicide:											
I.	Active Ingredient(s):										
II.	Pesticide brand name:										
III.	Type of the Pesticide(s):	Insecticide		Fungicide		Herbicide		Miticide		Rodenticide	
a)	If soil amendment, then type: NPK mix _____ Micronutrient _____ Other (describe specifically)_____										
b)	If seed is treated, fungicide AI:										
IV.	Position as per PERSUAP:	Allowed		Rejected		Allowed/wc					
a)	If w/c, what are the conditions:										
V.	Target pests and diseases:										
VI.	Application interval and concentrations:					Pre harvest interval (PHI):					
VII.	Toxicity classes (Annex 7 / PERSUAP):										
a)	EPA (I-IV):										
b)	WHO (Ia, Ib-V):										
c)	Chronic Human Toxicity (KC, PC, etc.):										
d)	Ground water contaminant (Potential/No data):										
e)	Eco toxicity (NAT-VHT): [6 out of 9 is aquatic]:										
f)	AI status eco toxicity for aquatic environment: Fish ___ Amphibians ___ Planktons ___ Mollusks ___ Crustaceans ___ Aquatic Insects ___										

4. Analysis and Findings:
▪ What is the distance from the edge of the spraying area to surface drinking or shallow well drinking water source for humans or livestock _____meters, or household or livestock housing: _____meters If less than 30m in either of the two cases above: • Demo plot is disallowed for pesticide use, but not disallowed for soil amendment, OR

- Demarcate the nearest edge of the proposed demo plot area to ≥ 30 m from the source or household or livestock housing (spraying is allowed only beyond 30 m from surface drinking water, shallow wells used for drinking, human habitation, and livestock habitation),

Is the demo plot on the bund or boundary of a pond, lake, of river (Y/N)? ___

If Yes, What is the eco toxicity of AI regard to (Annex 7 / PERSUAP):
Fish ___ Amphibians ___ Planktons ___ Mollusks ___ Crustaceans ___ Aquatic Insects ___

If any of the above is MT, HT, or BHT then:

- Plot is disallowed
- Or, sprayer changes to NAT, PNY or ST AIs

Activity Chart: Environment Cross-Cutting

CC: Environment	2014			2015										Leads, partners and Collaborators	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AIP Staff lead	Implementing Partner	Collaborating Partner
Evaluation of Demonstration Plots													ES	AIRN	Input Companies, IPM CRSP
Training in USG Environmental Compliance													ES	--	AIRN, Ashroy, AVAS, *Banchte Shekha*, AIP
Evaluation of New Active Ingredients													ES	--	BCPA, DAE Plant Protection Wing
IPM related activities per PERSUAP (Develop training/host trainings)													ES		AVC, AESAP, IPM CRSP, DANIDA
Monitoring per approved PERSUAP and EDDR															
Reporting															
Verification/Spot Checks															

Key Issues

Grants

In its Intervention 1 AIP implements a matching grant fund to establish or expand women-owned agricultural input retail businesses in the project area. These awards utilize a 1:1 ratio for an average of $1,000/grant; the matching portion may be met

through a combination of cash and/or in-kind cost sharing. In AIP's baseline Gender Assessment the needs of potential women retailers in the project area revealed that a 1:1 ratio is acceptable to most of the women surveyed, and that there are already women interested in starting their own agricultural input retail businesses.

Upon approval of the Grants Manual and service contracts for Partner NGOs (PNGO) in Y2, AIP's contracted PNGOs began campaigns and advertisement to reach out to potential female grantees to raise their awareness about the grant program, its requirements and process to enable them to submit applications for grants. Throughout the life of the project, AIP and AIRN will remain committed to a competitive and transparent award process. By the end of Y3, the aim is to award 200 grants, with the remaining 100 to be awarded in Y4. With supervision by AIP's Grants Committee of matching grants' implementation assistance by PNGOs, routine oversight will be carried out by the Gender Specialist, Grants Manager, and Grants Officer.

Sub-Recipients

Through Intervention 4 AIP is strengthening local organizations so that they are better able to implement program activities and ultimately reach USAID financial pre-award status. As part of AIP's approach to achieving this objective, the program will provide technical capacity building and financial assistance to local organizations. The financial assistance portion of this approach takes in sub-awards (under various contractual arrangements) for up to 30 local organizations, including BSA, BCPA, BFA, and AIRN. The project is not limited to only these four. For maximum practicality implementing strategically key AIP activities, in some instances sub-awards are made before an organization is fully qualified to directly implement USAID funds.

Continuing from Y2, AIP will conduct Organizational Capacity Assessments (OCA) of three input associations: BSA, BCPA, and BFA. However, the process will act in the reverse for AIRN; the organizational capacity development will precede a formal OCA. At least 3 more local organizations in the FTF Zone will also be assessed in Y3. Following OCA, AIP will provide training and organizational capacity building (OCD) to local organizations. The type and provision of OCD will depend on the outcomes of the organizational capacity assessments for each organization and may include a combination of technical and organizational development training. Organizational development will include training to develop internal systems and procedures to meet USAID's Standards for Financial Management Systems.

Research and Technology

AIP will identify new technologies that are appropriate and ready to disseminate. Companies release new and GoB-approved products continually; the private sector is generally ahead of the public sector in research and testing, particularly of seed. Dissemination will include improved varieties of seed including hybrid rice and hybrid vegetables, soil amendments and CPPs that can be integrated into IPM. When these products' efficacy is proven in demonstration plots, AIP will encourage their sale by Accredited AIRN member retailers.

Nutrition Integration

AIP will integrate training on nutrition improvement for women retailers. In Y2, the AIP Gender Specialist developed training materials in collaboration with the Gender Lens

Committee. This curriculum was integrated into GMark's three basic trainings, and will continue to be delivered in Y3 to both male and female retailers.

Global Climate Change Effects' Mitigation

The principle effects of global climate change that affect annual crops in the southern delta are saltwater intrusion and increasing soil salinity, and in soil moisture that result from vagaries of rainfall. Higher rain intensity is expected over shorter durations, and droughts are expected more frequently and unpredictably.

AIP's principle response will be to demonstrate to farmers and retailers, and to advocate to retailers, agro-inputs that help farmers adapt to these effects. Seed and alternatives to conventional pesticides are the principal agro-inputs at issue. Rice farmers need seed varieties that are saline and drought resistant. These rice varieties will be sought out by AIP for demonstrations. Salinity is also already being addressed in the short term through the use of gypsum, which will be promoted further.

Some vegetable hybrids that are already commercially released, such as tomatoes that ripen more slowly once harvested, help farmers who have transportation problems due to problematic road conditions. These varieties will be sought out for demonstration. AIP will encourage companies with whom it works to develop vegetable varieties that are resilient to climate change effects.

With periods of higher and longer soil moisture, fungal disease is expected to increase. Invertebrate pests' emergence cycles may also change. A farmer's first impulse to higher fungal disease intensity may be to utilize increased quantities of conventional fungicides. AIP plans to respond to this challenge by demonstrating, and training during Field Days, the use of IPM-related soil health amendments like *Trichoderma harzianum* that naturally induce fungal disease resilience. Through collaboration with other FTF projects, such as the AVC, some invertebrate pests can have their reproductive cycles interrupted through the use of pheromone traps. Collaboration is necessary because pheromone traps require large contiguous blocks of farmers who use them. These two products – *Trichoderma* and pheromone traps – are two of about 12 IPM-related inputs that are already commercially available in-country.

Annex 1: Monitoring and Evaluation Plan

USAID approved AIP's Monitoring and Evaluation (M&E) plan in June 2013. By Y2, the M&E Unit developed all data collection tools with protocols to ensure collection of quality data. The M&E unit has organized several formal training sessions and retailer visitations with the AIRN Field Officers responsible for first hand data collection from the AIRN retailers. This includes monitoring of logbook completion and maintenance by retailers, and FO extraction of data from the logbook on quarterly basis. The AIP M&E team will continue the same efforts in Y3, especially for newly hired FOs. In Y2, a session was carried out on the Data Quality Assessment (DQA) process with all AIP staff. AIP will carry out an internal exercise on DQA in Q4 of Y2.

In Y3, AIP will organize a mid-term evaluation by a 3rd party, which is scheduled for March- April 2015.

Apart from the Mid Term Evaluation (MTE), AIP will recruit a third party consultant to conduct three separate studies and assessments in Y3. These include the following: a) gross margin per unit of land; b) farmers' application of new technologies/management practices; and c) retailers' application and adoption of quality standards for agricultural inputs.

The approved M&E plan will be updated annually. The first formal update was conducted in July/August 2014. AIP is maintaining a version by tracking the on-going changes, especially to reflect the changes made by USAID in September 2013.

Y3 M&E Data Collection Activities

PIRS #	Indicators	Year 3 (2014-15)												Data collection	Data Management
		O	N	D	J	F	M	A	M	J	J	A	S		
1	Total sales of quality inputs by AIRN retailers annually													AIRN Field Officers	M&E Specialists
2	Number of farmers purchasing inputs from AIRN retailers													AIRN Field Officers	M&E Specialists
3	Number of Agro-Input Retailers in the Network													AIRN Field Officers	M&E Specialists
4	Gross margin per hectare, animal, or cage of selected product													3rd party consultants	3rd party consultants
5	Number of MSMEs, including farmers, receiving business development services from USG-assisted sources													AIRN Field Officers	M&E Specialists
6	Number of AIRN retailers with increasing application and adoption of quality standards for agricultural inputs.													3rd party consultants	3rd party consultants
7	Number of retailers who become Accredited AIRN members													AIRN Field Officers	M&E Specialists
8	Number of retailers who retained the seal of quality after audit													AIRN Field Officers	M&E Specialists
9	No. of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case:													M&E Specialists	M&E Specialists

PIRS #	Indicators	Year 3 (2014-15)												Data collection	Data Management
		O	N	D	J	F	M	A	M	J	J	A	S		
	Stage 1: Analyzed; Stage 2: Drafted & presented for public/ stakeholder consultation.														
10	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance													3rd party consultants	3rd party consultants
11	No. of individuals who have received USG supported short-term agricultural sector productivity or food security training.													AIRN Field Officers	M&E Specialists
12	Strengthened organizational capacities of related local organizations													M&E Specialist	M&E Specialist/Advisor
13	Collaborative initiatives increased													AIRN Field Officers, M&E Specialists	M&E Specialists/Advisor
	Lower-level indicators (total 21)													Task Leaders	M&E Advisor
	Data Quality Assessment	Specific date to be decided discussing with USAID												USAID DQA Mission	USAID DQA Mission
	Mid-term Evaluation													3rd party consultants	3rd party consultants

Annex 2: AIP Communications Strategy

Agro-Inputs Project Communications Strategy

EXECUTIVE SUMMARY:

The Communications Strategy for Agro-Inputs Project (AIP) will identify the communication objectives, key messages, target audiences, and approaches to reaching target audiences. It includes communication strategies and tactics accompanied with an initial plan for articulating the strategies in terms of program activities over the next five years.

This Communication Strategy will contribute in building higher synergy and understanding of the project's strategies, on-going interventions, and accomplishments and impacts among the internal and external stakeholders through effective communications.

AIP's Communication Strategy provides a framework to enable AIP to communicate more effectively with its target audiences through project activities, public relations materials, top-tier media, and social media. To ensure AIP's operations have greater development impact, the Strategy promotes:

- Awareness and understanding of AIP's activities, goals, objectives, and results;
- Sharing of development lessons learned; and
- Greater two-way flow of information between AIP, U.S. Government, Government of Bangladesh and all other project audiences and beneficiaries.

OBJECTIVES:

AIP's Communications Strategy is two-fold. It must effectively communicate the Project's purpose, goals and indicators of success to its beneficiaries, Bangladeshi general public and media, while keeping its stakeholders informed of its progress through reports, memos, and daily dialogue with USAID.

KEY MESSAGES:

- As a flagship U.S. Feed the Future (FTF) program, the USD $15 million Agro-Inputs Project implemented through the collaboration of USAID Bangladesh, CNFA, and GOB, will help vulnerable Bangladeshi farmers reduce hunger and poverty by increasing smallholder' production and productivity through improved access to quality agricultural inputs.

- With the creation of the Agro-Inputs Retailers Network (AIRN), AIP will provide service to over 1 million smallholders, impact more than 5 million individuals cross 20 southern districts, and generate more than $100 million in sales of quality agricultural inputs by 2017.
- By the close of the project, AIP will have improved the food security for Bangladeshis by establishing a network of 3,000 retailers of which 300 will be women-owned retailers for the first time in Bangladesh.

TARGET AUDIENCES

AIP works with and seeks to influence a broad range of audiences (Box 1). Each target audience is important to AIP and will contribute to its success. AIP is funded by USAID and is the most important partner in day-to-day operations. Strong relationships with PNGOs and associations are critical if AIP is to achieve its goals in the field. Trusted relationships with other audiences including retailers and farmers in southern Bangladesh are integral to enhancing AIP's operations. Strengthening relationships with audiences will remain the responsibility of the AIP Team.

Target Audiences

- USAID Bangladesh
- Government of Bangladesh
- Agro-Input Retailers
- Business Associations
- Other FTF Implementers
- The General Public
- Youth
- Local Media
- Farmers
- Local NGOs
- Academia

APPROACHES TO REACHING AUDIENCES

Building strong and lasting relationships with target audiences will require personal interactions and regular exchange of information, not just through public relations materials.

AIP will deepen its relationships with top-tier media. Appearances by the AIP Team on mass media such as newspapers, magazines, and perhaps TV and radio news programs will increase AIP's visibility and operations. To reach out to English speaking target audiences, all media will be in English and to reach out to Farmers and local partners in the field, all media will be in Bangla.

The AIP Team will continue to promote AIP messages and its work at conferences, seminars, and other external events.

The Chief of Party is the first point of contact. He/she will lead efforts to raise AIP's profile among target audiences through personal contacts, speeches at high-level

forums, and interviews with the media. The senior staff will also communicate actively with the audiences.

APPROACHES TO REACHING AUDIENCES

The Agro-Inputs Project's communications activities anticipates changes in behavior to result in:

a) Improved selection, use and application of seed, fertilizer, and CPPs (small holder audiences);
b) Increased self-selection to sell quality inputs (retailer audiences);
c) Improved private sector voice on policy matters (associations/manufacture/distributer audiences); and
d) Increased awareness regarding women retailers and women buyers of inputs (smallholders or household level audiences).

These efforts would include efforts to improve journalists' knowledge on quality inputs availability and use.

STRATEGIES AND TACTICS

Strategy 1: All project activities will reflect and promote USAID

Tactic 1: Proper visibility of USAID

- Inform USAID of all promotion of AIP activities and milestones.
- Assure the USAID logo and brandmark are clearly visible in all electronic and print materials.
- Include in all English communication materials the English tagline, "From the American People", and Bangla communications will include the Bangla tagline, "*Americar jonogoner pokkho theke*."
- Brand communications materials including any and all booklets, banners, newsletters, press releases, reports, audio-visual productions, web sites, and any other promotional materials.

Strategy 2: Facilitate a common understanding of the Agro-Inputs Project's purpose and indicators of success

Tactic 1: Engage in an active media relations program to gain greater visibility of AIP

- Create and frequently update a media distribution list of local media.
- Work with HQ to submit entries to USAID Impact blog and Frontlines.
- Use the Agriculture Information System's (AIS) Community radio to distribute key messages about project's successes and progress.
- Participate in media campaigns about AIP and AIRN and its purpose.
- Utilize the AIP website to provide market information, engage retailers, farmers, partners, and associations in the project's progress, and publicize AIRNs' success and growth.
- Create an AIRN facebook page to connect to stakeholders and the general public.

- Link M&E with communications to generate and disseminate knowledge products such as case studies, fact sheets, brochures, and posters.
- Collaborate with other FTF partners on communications and ways to send out common messages together.

Tactic 2: Develop an inclusive AIP video and image library.

- Hire a local photographer to create an inclusive image library.
- Develop a documentary to showcase the Project's success and how this innovative AIP is providing high quality inputs to farmers and addressing poverty and food security in the southern part of Bangladesh.

Strategy 3: Proactively promote the sustainability of Agro-Input Retailers Network (AIRN)

Tactic 1: Create a customized branding and marketing plan for AIRN

- Create and post an AIRN logo in each shop recognizing the retailer as a member of the network.
- Visualize AIRN retailers' locations and other important information, such as cropping pattern, agro-ecology, demographic pattern, etc. through Geographic Information System (GIS).
- Promote AIRN to farmers through demonstration plots, study tours, campaigns, and agricultural fairs.
- Publish a Monthly Price Bulletin, which will provide information of the most commonly traded agro-inputs by product name, active ingredient, company name, and its wholesale price.
- Schedule follow-up visits to popular AIRN members on a regular basis to monitor progress, and identify problems and successes.

Tactic 2: Develop materials to ensure the sustainability of AIRN

- Develop a quarterly external AIRN newsletter providing success stories, interviews, innovative achievements, and attractive photos.
- Produce an informational DVD of "dos and don'ts." Informational DVD's should include how to use specific products and also how to sell them.
- Create manuals for trainings/seminars/national and international study tours.
- Ensure public awareness campaign for proper use of seed, fertilizer, and CPPs through study tours.
- Publish educational materials such as brochures and posters aimed at farmer audiences for the use of seed, fertilizer, and crop protection.
- Organize demonstration plots and field days that will explain and advocate the proper use of seed, fertilizer, and crop protection.
- Create user-friendly e-books' for wholesalers, retailers, information centers, and farmers.

Communications Plan Y3:

Activity	Alignment with Comm. Strategy	Inputs	Time Frame	Key Messages	Key Audiences	Key Person	Anticipated Outputs	Output Indicator	Progress Reporting
Branding and Marketing Campaign for AIRN	Strategy 3 Tactic 1 and 2	PR materials (brochures, posters, banners, billboards) Hiring a media house	Begin Sep '14	AIRN purpose, objectives and services (purpose: to encourage new AIRN members); AIRN as a source of trusted agro-inputs (purpose: to inform consumers about AIRN)	Consumers, farmers, and retailers	CPRS	Newspaper ads; local radio; TV; brochures distributed; updates on AIRN Facebook/other social media accounts	Target audiences aware of AIRN purpose and services (including potential members and potential AIRN retailer customers)	QPR, Quarterly newsletters, local radio, newspapers; social media
Public awareness campaign for proper use of seed, fertilizer, and CPPs	Strategy 3 Tactics 1 and 2	Photographer, stage decoration, PR materials (brochures, posters, banners, billboards.) Radio and TV broadcasting	Sep '14-Life of project (LOP)	Quality inputs use for optimal agricultural production; quality inputs use for environmental safety and personal health	Retailers and farmers	CPRS	More than 5,000 copies of educational material available at AIRN retailers' shops. Soft copies will be available AIP website. Both *Bangla* and English versions will be printed.	Retailers well trained in proper/safe use of inputs, and knowledge is shared as part of their embedded services at AIRN shops	QPR, website
Field Days to demonstrate agro-inputs	Strategy 3 Tactic 1	Stage, local media, photographer, project PR materials (brochures, posters, charts)	Sep '14, as scheduled per growing seasons	Quality agro-input application; cost-effectiveness of proper input application; where to purchase quality inputs	Retailers and farmers	CPRS	Outcomes of field days will be shared via newsletter, QPR, website	Farmers and agro input retailers informed on proper use and benefits of quality agro-inputs and adopt these technologies/sell quality products	QPR, AIP website, newsletters
Highlighting demonstration results	Strategy 3 Tactics 1 and 2	Interaction with demo participants; M&E data; radio broadcasting	January '15 and June '15	Benefits of using high-quality agricultural inputs; introduce new or innovative quality agro-inputs; appropriate and safe application practices for agricultural inputs	Farmers and retailers	CPRS	Promotion (via website, newsletter, etc.) of the messages shared at the demonstrations	An increase in awareness of benefits and appropriate use of quality inputs; increased availability of quality inputs	QPR, AIP website, newsletters, local radio
Community radio programming	Strategy 2 Tactic 1, Strategy 3 Tactic 1	Interaction with AIS and their community radio programs	Sep '14; aggressively through Y3; periodically through	Purpose of AIP and AIRN; benefits of becoming a member of AIRN or purchasing quality agro-inputs from AIRN retailers; grant opportunities for female retailers.	Farmers and retailers	CPRS	Radio announcements in target project areas, educational materials	Increased membership in AIRN; Increased sales of quality inputs at AIRN retailers	QPR, newsletter, website, social media

			LOP						
Newsletters	Strategy 1 Tactic 1, Strategy 2 Tactic 1, Strategy 3 Tactic 1 and 2	Vendor selection, updated project pictures, wide interaction with stakeholders	August'14-Dec' 14 and May '15-June '15	Progress of AIRN activities and achievements	USAID, GOB, other FTF projects	CPRS	4 publications; hard copies to USAID, GOB, partner NGOs, other FTF projects; also accessible on the AIP website. *Bangla* copies distributed to AIRN retailers	Increased program visibility, collaboration increased amongst stakeholders	QPR, Website
Monthly Price Bulletin	Strategy 3 Tactic 1	Vendor selection, design bulletin template	Beginning of Sep'14 and onwards	Information distributed to retailers on the most commonly traded agro-inputs by product name, active ingredient, company name, and its wholesale price.	Accredited AIRN members	CPRS	Accredited AIRN members have access to the market information system	Increased member services and knowledge	QPR, website, newsletter
Agricultural exhibitions	Strategy 1 Tactic 1 Strategy 3 Tactic 1 and 2	Vendor selection, collaboration with FTF projects, retailers, farmers, private companies, GOB, associations, stage, local media, photographer	Dec'14	Innovative management techniques and products, as well as environmentally-responsible agricultural input practices.	USAID, GOB, farmers, retailers, private companies, and other FTF projects	CPRS supported by the advisors	1 Agricultural Exhibitions held; collaboration among FTF, USAID, GOB, input private companies	Introducing new products and technologies to key audiences, sharing lesson learned from other FTF projects	QPR, newsletter; website
Success Stories	Strategy 3 Tactic 1	Interaction with different stakeholders (retailers, farmers, input companies, etc.)	Quarterly	AIP achievements and how the project is succeeding in its objectives	USAID, GOB, farmers, retailers, private companies, and other FTF projects	CPRS	Success stories presented to internal and external audiences in print media and electronic media (radio, TV, AIP website.	Successes shared with stakeholders and target audiences	QPR, AIP website, USAID Frontlines
Media campaigns	Strategy 2 Tactic 1, Strategy 3 Tactic 1 and 2	Local media, press release, community radio, newspaper advertisement	Throughout (LOP) pre and post announcements of membersh	AIRN establishment and services: AIRN-where Agro-Inputs Come First, AIRN-Trust Us, Your Trusted Network of Agro-dealers, We Believe in Quality	Farmers and retailers	CPRS	Press release, newspaper advertisement, community radio	Getting messages across to target audiences	QPR, Quarterly newsletters

			ip drives						
e-books	Strategy 3 Tactic 2	Electronic and printing media, photographer, writer, collection of data, hiring consultants	August '14- Sep '14	Updated information on 14 key crops, addition of 3 on major inputs (seed, CPPs, fertilizers)	Farmers and retailers	CPRS, AIS	3 new e-books (1 on seed-1 on CPPs-1 on fertilizer), 2 updated e-books	E-books are more user-friendly and increasingly used by beneficiaries through distribution at retailer shops and information centers.	QPR, AIS website, AIP website
Develop print materials on key crops and inputs	Strategy 3 Tactic 2	Field study, interaction with input sector, up to date pictures	Oct '14-Dec '14	Promoting high quality agro-inputs to farmers through retailers	Farmers, retailers, and other FTF implementers	CPRS	More than 5,000 printed copies of e-books distributed at retailer shops and information centers.	Increased knowledge among target population on input application and key crops	QPR, Quarterly newsletters, website
AIRN establishment documentary	Strategy 3 Tactic 1	Videographer, script, content developer	Nov'14	AIRN establishment and services: AIRN-where Agro-Inputs Come First, AIRN-Trust Us, Your Trusted Network of Agro-dealers, We Believe in Quality	USAID, GOB, private companies, local media, academia, and the general public	CPRS and HQ CMS	First official project documentary (film), shared on AIP website and Facebook	Information shared through FTF districts, project beneficiaries, internal and external audiences -Video will be uploaded on AIP website and on YouTube.	QPR, and Quarterly newsletters

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