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AGRO-INPUTS PROJECT

Annual Implementation Plan

Year 2: October 1, 2013- September 30, 2014

February 24, 2014

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Submitted to:
USAID/Bangladesh
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Acronyms

AAPI	Accelerating Agriculture Productivity Improvement
AESAP	Agricultural Extension Project
AIP	Agro-Inputs Project
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
CC2	Cross-Cutting 2
CCMS	CNFA 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
FTF	Feed-the-Future
GIS	Geographic Information System
GIS Sp	GIS Specialist
GLC	Gender Lens Committee
GOB	Government of Bangladesh
Grnts Sp	Grants Specialist
GS	Gender Specialist

IPM	Integrated Pest Management
IPM CRSP	Integrated Pest Management Collaborative Research Support Program
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
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
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) Agricultural Inputs Project (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 as follows:

- 1) Establishment of an Agro-Input Retailers **Network**;
- 2) Development of **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. Amongst the 3,000 retailers, 300 will be women-owned, and who will be established by matching grants and other technical assistance. All retailers will be supported to make informed business decisions for efficient, 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 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 and 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 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 so that they become up to USAID's standards, as future implementers of AIP. This will be made possible through capacity building and providing financial assistance to the organizations like business associations, NGOs, microfinance institutions, research institutes and government agencies.

Introduction to Year 2 (Y2) Implementation Plan

This implementation plan presents four inter-related Interventions in sequence. Two audiences are addressed: the AIP project team, and USAID. The plan is a product of all to-date AIP staff.

The presentation of AIP's four Interventions each includes a narrative description and an activity schedule for the year presented in GANTT format. Each has a table depicting quantifiable outputs to be achieved in Y2, and projections for Y3 – Y5. Each Intervention also has a Collaboration Flow Chart that maps key collaborators and their actions in Y2. Y 2 GANTTs and quantifiable output tables depict a certain catching-up and re-adjustment of Y1 targets that were not achieved.

Coordination with the Bangladesh Policy Research and Strategy Support Program (BPRSSP) (1.1.9.3) falls much more logically in Section 3.4 than in Intervention 1, AIRN Formation. Starting with this Implementation Plan, and in subsequent quarterly progress reports and annual progress reports, 1.1.9.3 will not be presented separately from 3.4. This will eliminate repetition and the need to cross-reference.

The Implementation Plan will be used as the basis for monthly planning and review meetings. Some of AIP's activities are Dhaka-based; some are FTF zone-based. Each month two meetings will take place: one in Khulna, and one in Dhaka. Key staff from both offices will travel to and attend meetings at both venues.

The Cross-Cutting section addresses Gender and Environment activities for Year 2. Gender focuses on integrating gender issues across all project activities, and on the AIP's actions for grant making to create women retailers. Environment focuses on follow-on to 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 application in the field.

Intervention 1: Establish Agro Input Retail Network

The creation of the Agro Input Retailers Network (AIRN) is central to the achievement of AIP's goal of improving the supply of quality agricultural inputs through retailers. Intervention 1 aims to establish a network of at least 3,000 agricultural input retailers who will make informed business decisions for profitable, ethical, and science-based operations. In Y1 an AIRN Coordinator was hired, along with six AIRN Field Officers. A total of 25 *upazillas* were targeted to begin the establishment of AIRN *Upazilla* Chapters. The focus on Intervention 1 for Y2 will be the continuing formation of AIRN *Upazilla* Chapters and an AIRN membership drive.

1.1a Establish the Agro Input Retailers Network (AIRN)

AIRN will become a legally-incorporated body in order to be organizationally and financially sustainable. AIP will continually lead AIRN members to the best informed decision on what form of registration is appropriate, by examining different forms' benefits and drawbacks, with the commitment to AIRN's post-project sustainability and success through whatever organizational form best suits these aims.

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

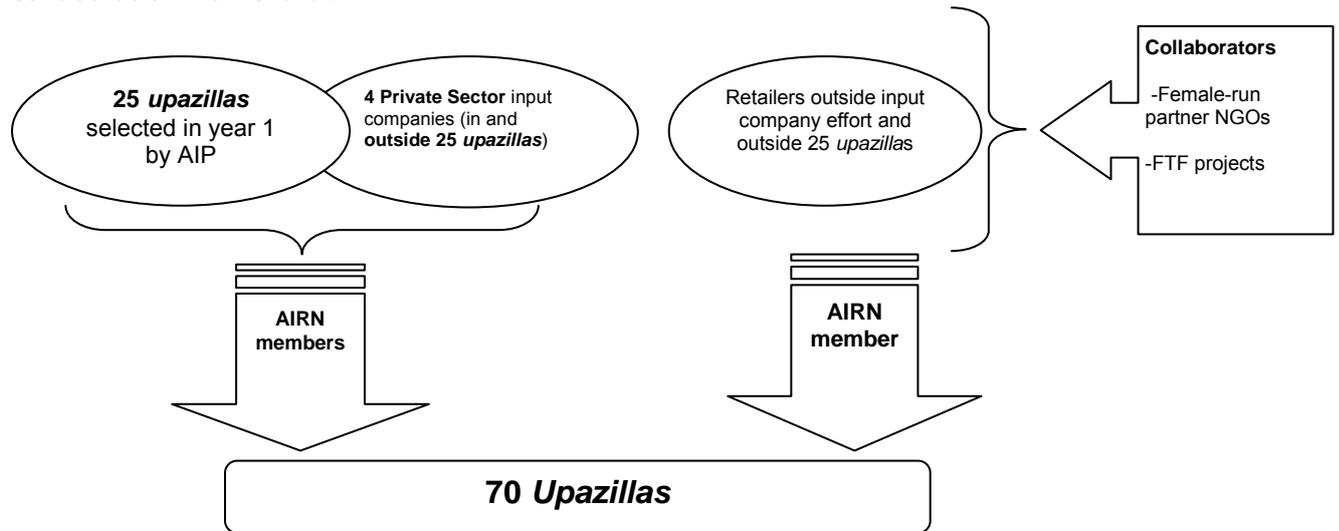
In Y2 AIP will continue to form AIRN *Upazilla* chapters in the 25 *upazillas* first selected in Y1. AIP will proceed in its *upazilla* selection by targeting Feed-the-Future (FTF) districts in which there are concentrations of agro-input retailers that will be reached and trained by the four private input companies collaborating with AIP. AIP will also target *upazillas* beyond the 25 already selected in FTF areas that are not accessed by the private companies, but have high concentrations of potential AIRN member retailers.

AIP will collaborate with female-led partner NGOs, which will assist in identifying the presence of potential women retailers in *upazillas* in Khulna, Barisal, and Jessore, where they operate. Collaboration with other FTF projects in *upazilla* selection will be sought as well. AIP aims to have selected a total of 70 *upazillas* by the end of Y2.

AIP is forming AIRN *upazilla* Chapters in the 25 previously-selected *upazillas*, and will continue to do so in the *upazillas* selected in districts served by the private input companies. Although the *upazillas* in the under-reached areas may not yet form AIRN *upazilla* Chapters by the end of Y2, they will be invited to join AIRN at large, and will join their respective *upazilla* Chapter when that chapter is formed.

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

AIP will continue in Y2 to primarily induce demand for quality agro-inputs through its principal and original sets of activities, e.g. demonstrations of the efficacy of use of quality products to farmers, who may purchase the same from associated retailers who provide embedded services (principally advice); certification of AIRN member retailers to become Accredited AIRN members, and monitoring of Accredited AIRN members. Experience from Y1 shows that retailers cannot, however, in all cases ascertain which products on their shelves are mislabeled, adulterated, have lower percentages of active ingredients, or are outright fakes. Accreditation at best will exact that AIRN member retailers may not knowingly or deliberately sell such products, and employ business practices that will improve their ability to identify/purchase quality inputs (i.e. requesting relevant import documentation/registration/certification from wholesalers/companies they buy from). In addition, AIP will continue ongoing assessments of companies’ internal self-regulation procedures that affect the quality of goods in their supply chains, and inculcate assessments as an AIRN member service. This important member service will also be incorporated into AIRN’s Business Plan (see 1.1.5, this Implementation Plan).

AIRN will hire a specialized AIRN Supply Chain Advisor by Q2, whose first task will be to assess the three companies with whom CNFA has entered into partnership through MOUs, in which one obligation is to assess their internal self-regulation procedures, to deem companies to be of a rated quality. A second task will be to sample survey the FTF zone to identify the major products and companies, by sales’ volumes. This survey will provide the basis for the third task, which will be to proceed to assess the internal regulation procedures of companies thus identified.

Lists of assessed companies may be posted in Accredited AIRN member shops. Strategically, companies which have confidence in their products will want to see their company rating posted as the list grows. Posted lists will not be able to state which companies are *not* assessed or adjudged as unacceptable; they can only state say which *are* acceptable. This membership service of AIRN, like all of them, is essentially

subsidized by the AIP until AIRN reaches financial autonomy. AIP's subsidies will diminish as AIRN brings in more income.

1.1.3 Identify Training Needs of Retailers

AIP will continue to assess the current training needs for agro-inputs retailers. Training needs will 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 will be required for AIRN retailers to become Accredited AIRN members and obtain the AIRN signboard to display in their shops.

These specific trainings will be provided by the AIP/AIRN and by the four private input companies that AIP works with. The groups of retailers which will undergo trainings include (I) retailers who received training from private input companies, (II) the ones who did not receive training before, and (III) will also include new female retailers.

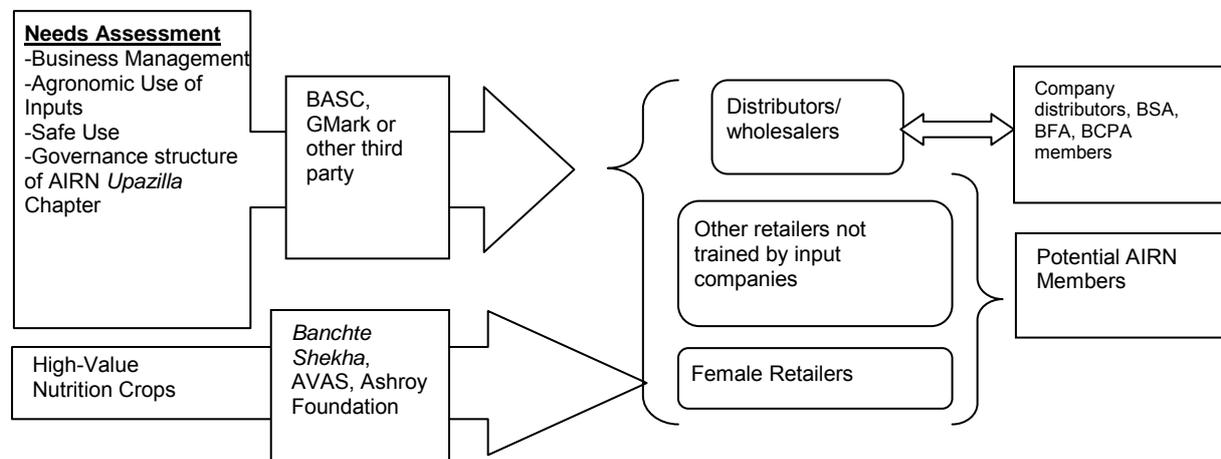
Approximately 2,000 retailers will be trained in the first category by the end of Y2 where the knowledge gaps of such retailers have already been assessed in consultation with private companies.

About 300 retailers of the second and third categories will also be trained. Initially, to assess the specific knowledge gaps of the retailers of the second and third categories, the project will carry out a detailed training needs assessment in Q1 through work with organizations such as BASC and GMark. Women-led partner NGOs (*Banchte Shekha*, AVAS and Ashroy Foundation) will be engaged to contribute to the needs assessment particularly as it pertains to business management and high-value nutritious crops. The overall needs assessment will also help to develop content of the study tours (see 1.2, this Implementation Plan).

The training needs assessment will also capture the knowledge gaps of the wholesalers/distributors who 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).

Collaboration Flow Chart 2 on the following page illustrates the process of identifying training needs and the provision of training.

Collaboration Flow Chart 2



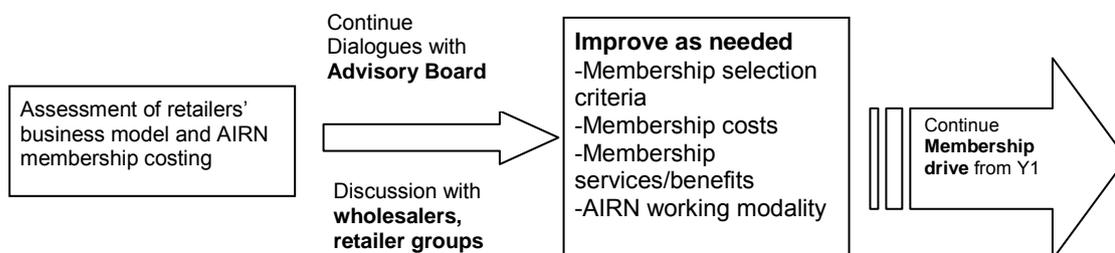
1.1.4 Working Purpose, Objectives, and Modalities of AIRN

This activity will sharpen the purpose, objectives, and modalities of AIRN based on the lessons learned in Y1. The defined purpose, objectives, and modalities will be reviewed as AIRN matures, and may change through AIRN’s increasing independence and self-direction.

In Y1, AIP conducted an assessment of the typical business models of agro-inputs retailers (including small- and medium-sized retailers, and distributors cum retailers), and costing of potential AIRN member services. The results from this assessment will be further refined upon receiving feedback from all concerned stakeholders in Q1 of Y2. This will also assist in developing the business model of AIRN (see section 1.1.5, this Implementation Plan).

The AIRN Coordinator will draw upon an AIRN advisory board (see 1.1.5, this Implementation Plan) to solidify AIRN’s purpose and member services, AIRN joining criteria, and criteria to retain AIRN accreditation. Group discussions with wholesalers and retailers will then be held with small groups in project districts to elicit feedback on the posited objectives and member services of AIRN. An important output from this level of discussions will be explaining the criteria to join AIRN. Collaboration Flow Chart 3 illustrates the process to determine AIRN membership services.

Collaboration Flow Chart 3:



1.1.5 AIRN Structure and Members

In Year 2 AIP will continue its “top-down” activities to form AIRN’s leadership and staff, and its steering, simultaneously with continuing “bottom-up” activities to enlist AIRN members. AIRN’s leadership is the newly-hired (in Q4 of Y1) AIRN Coordinator, to be supported by a new position of AIRN Supply Chain Advisor to be hired by the end of Q2. AIRN’s field staff comprises six AIRN Field Officers, who have been identified in Q4 of Y1 and who join AIRN staff in Q1 of Y2.

AIRN’s **Advisory Board** will be formed and cultivated over Q1 – 3 of Y2. This takes time because this is an iterative and gradual process, as the Board must assume genuine ownership of AIRN’s purpose in order to steer it well. After the AIRN Coordinator’s initial work – to accelerate AIRN’s membership drive to ensure it is well underway - he

will turn his focus to Dhaka-level tasks. He will first discuss with individual Advisory Board members the present status of AIRN's formation, the criteria for joining AIRN, AIRN's foreseen member services, and criteria for AIRN members to earn and retain accredited status. In these discussions he will thereby prepare Advisory Board members for their roles in further advising on AIRN's purpose and member services, and on AIRN joining criteria and AIRN accreditation criteria. The Board will be formally constituted once these dialogues take place.

AIRN Members

From lessons that emerged in Y1, AIP will structure AIRN to operate at two levels:

- *Upazilla*-level
- Project-wide

Retailers' sales outreach, identity, and issues are primarily local, and thus AIP envisions a "national" (project-wide) AIRN as a composite or federation of AIRN *upazilla*-level chapters. Feedback from prominent retailers in attendance to the stock-taking workshops in Y1 has emphasized this.

AIRN *Upazilla* Chapter Governance and National AIRN Governance

Each *upazilla* chapter of AIRN must have an internal transparent and accountable governing mechanism. Bylaws and Constitutions will be formed in each chapter. There must be a basic consistency across all chapters in governance. The national AIRN must also have its bylaws and Constitution consistent with the *upazilla*-level chapters. Only after the national AIRN has formed its bylaws would the *upazilla* level be approached. Until then, each *upazilla* chapter will have an internally-appointed leader, who will represent the *upazilla* in the formation of the national AIRN bylaws.

At that stage, AIP may proceed to work with organizations such as GMark and BASC 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). *Upazilla* chapters' formation and governance will depend on whether they are foreseen in the national bylaws:

- Agree on governing principles and office bearers
- Form bylaws that collectively result in an *upazilla* chapter Constitution that are consistent with the national AIRN bylaws

An AIRN logo will be consistent across all chapters, though the chapter may add their own AIRN chapter name to it.

The same contracted organization will be tasked to investigate and finalize the form of registration of the national AIRN, prepare documents for this purpose, and work with hired legal counsel to register it.

See Annex 1 for the present list of AIRN member services.

AIRN Business Model

A key basis of AIRN's fiscal, financial, and organizational sustainability will be an accurate business model. Income streams from membership dues may not be enough.

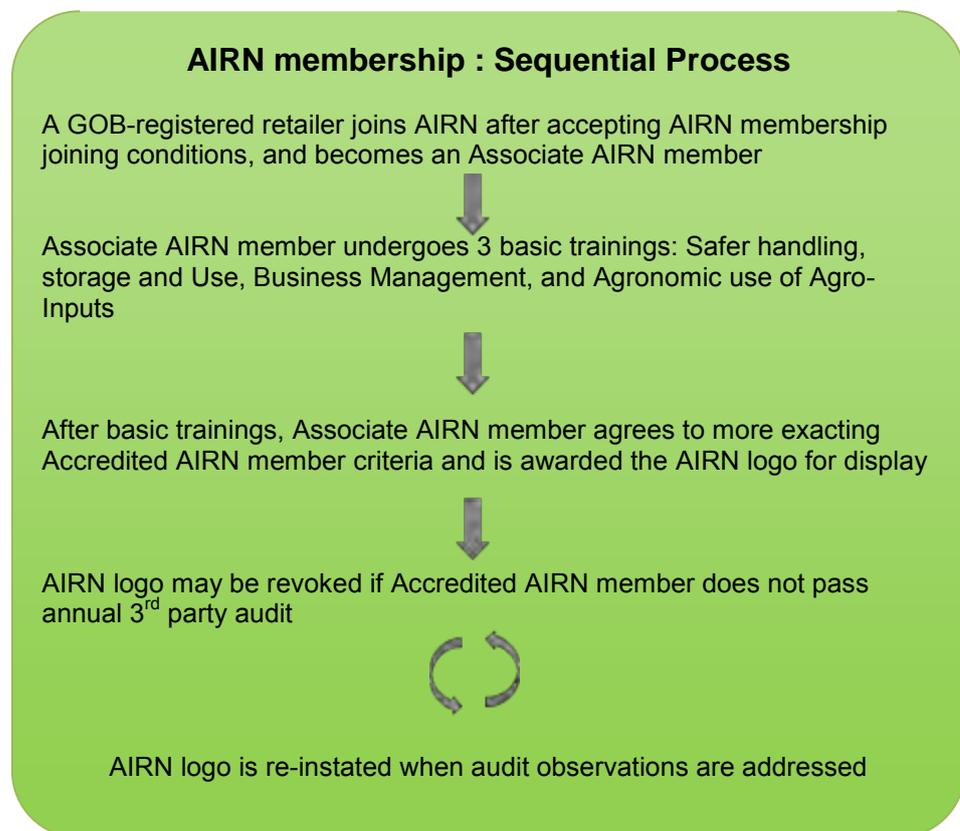
AIRN will have to identify other income streams and accurately cost and instate them. Member services may be added or discontinued. AIP will begin assisting AIRN in Q2, Q3, and Q4 to develop AIRN’s business model towards its financial and organizational sustainability. Working cost bases are presented in Annex 1.

1.1.5a AIRN Membership Drive

AIRN membership will be sought from the following:

- A. Retailers who will have been trained by four private sector companies as part of obligations in four MOUs signed between CNFA and the companies in Y1. This latter group will grow to approximately 2,400 by the end of 2014;
- B. Retailers who have attended stock-taking workshops in Y1;
- C. Retailers to whom the *ad hoc* committees (at the *upazilla* level from stock-taking workshops in Y1) have reached out; and
- D. Retailers who respond to Y2 *upazilla*-level membership drives

Retailers in (A) above will be invited to join AIRN and become an “Associate AIRN member”, and gain the status of “Accredited AIRN member” before their respective *upazilla* chapter is formed, in cases where these retailers fall within an *upazilla* that has not yet undergone a membership drive.



Retailers in (B, C, and D) above will be encouraged to join AIRN through *upazilla*-level membership drives, first, within the pilot 25 *upazillas* identified in Y1. They will then undergo three trainings through processes described in Sections 1.2.1 and 1.2.2, this Implementation Plan.

In contrast to AIP’s earlier direction described in its Y1 Implementation Plan, AIRN members will *not* automatically gain the status of Accredited AIRN member. GOB-registered retailers will be invited to join AIRN when they adhere to AIRN’s set joining criteria and thereby may become Associate AIRN members. They must then undergo trainings. Gaining Accredited AIRN member status will be more exacting with more rigorous criteria, including strict business and agro-inputs’ quality standards. AIRN

accredited status may also be revoked (see Section 3.3 this Implementation Plan). The AIP sees reason not to “kick out” a given retailer who may lose Accredited AIRN member status after an annual audit; rather, to retain him/her in AIRN, enable them to continue to pay dues, and receive AIRN member services, until they regain Accredited AIRN member status.

1.1.6 Credit Guarantee Fund

AIP has a \$250,000 facility to provide credit for working capital for AIRN member-retailers. This guarantee can be leveraged to increase lending to agro-retailers by reducing the risk to banks and/or MFIs. To expand the amount of loans served by this guarantee, AIP will seek partnerships in which 50% of the risk is borne by the AIP guarantee, while 50% is taken on by the financial institution itself. Due to this decrease in risk for the lender, it is anticipated that AIRN member borrowers will also receive more favorable terms than typically offered by the lenders. The portion taken on by the financial institutions will be “tapped” first in the event a borrower is unable to pay back the full amount of their loans, and only once this is fully utilized will the AIP guarantee be drawn upon (and only if necessary). As AIP envisions this guarantee as more of a tool to encourage an increase in lending to agro-retailers rather than a guarantee which will actually be required due to delinquency, the expected unused guarantee funds will remain with AIRN to further invest in members’ operations, if agreed by USAID.

AIP may also promote the Credit Guarantee Fund to potential women grantees to help them meet their matching requirements in order to obtain a grant to establish an agro-input retail business.

In Q2, the following activities will be undertaken to identify the ways in which an AIP credit guarantee could be utilized to further program objectives:

- An assessment of the current credit practices by agricultural input retailers (specifically members of the AIRN);
- An assessment of the remaining credit needs of AIRN members, and the obstacles to meeting those needs; and
- Identification of partners (microfinance institutions and/or public and private financial institutions capable of servicing AIRN members through an AIP credit guarantee.

USAID awarded a credit guarantee facility to the Bangladesh Rural Advancement Committee (BRAC) in Q4 of Y1. AIP will conduct dialogues with BRAC and also with other potential collaborators in this regard. By Q3 of Y2, AIP will identify and collaborate with at least one financial institution to help AIRN members avail this credit guarantee facility. By end of Y2, AIP will facilitate the loan disbursement under the credit guarantee scheme to at least 50 AIRN members.

1.1.7 Gender Lens Committee (GLC)

By the end of Year 1, the mandates and role of the Gender Lens Committee (GLC) were established, as were criteria for identifying committee members. Three NGOs have been engaged in discussions about joining the GLC (Ashroy Foundation, *Banchte Shekha*, and the Association of Voluntary Actions for Society-AVAS), and each have nominated a Committee Member. By the end of Q1 of Year 2, the GLC will be fully established. Approximately five members are envisioned to join, including representatives from

partner NGOs, the AIRN Coordinator, and the Gender Specialist (whom will serve as the Chairwoman of the GLC).

Starting in Year 2, the GLC will oversee the implementation of the recommendations from the initial Gender Assessment and ensure gender messaging is incorporated throughout all program activities. The GLC will assist in the development of the training course tailored for female agro-dealers joining AIRN.

Beginning in Q2 and Q3 of Y2, the GLC will meet at least once per month (or more, if determined necessary) to begin carrying out its mandate. Starting in Q4, the GLC will regularly monitor and meet quarterly to assess the proper use and effectiveness of grant awards, identify additional support women retailers may need, and identify additional market opportunities for women retailers.

The GLC will also focus on improving women’s empowerment according to the five domains of empowerment in the Women’s Empowerment of Agriculture Index (WEAI). Specifically the AIP will concentrate in the following domains and indicators of the WEAI:

1. Leadership: Through membership of women input retailers in AIRN and taking active role key AIRN meetings comfort in speaking in public; and
2. Resources: Ownership, or Ag Input retails shops and decision making power over shop operations and access to credit.

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

Figure 1. THE FIVE DOMAINS OF EMPOWERMENT IN THE WEAI

AIP has adapted the first domain “production” to “business” and made its own indicators 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

1.1.8 Creation of Women Retailers through AIRN

AIP’s first Gender Assessment, conducted in Y1 and which will be finalized in Q1 of Y2, helped identify ways to shape program interventions and the grants program to establish 300 women-owned agro-input retailers over the life of the project. 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 in conducting the gender assessment. This assessment included an analysis of the interest of women to participate in the grants program, the ability of women to agree to a 1:1 matching requirement for the grants, and the barriers women face in participating in the agro-inputs retail sector.

By the end of Q1 in Y2, the Grants Manual will be completed and submitted to USAID for approval. In addition, AIP will also develop grant proposal documents and grantees' evaluation criteria, etc. in Q1. Following the approval of the Grants Manual, AIP will begin its strategically-targeted advertising and outreach campaign to obtain grant applications, as well as generate support within communities. This will primarily be done through the partner NGOs, with the support of the AIRN female field officers.

The three women-led partner NGOs will sign agreements with AIP to assist in advertising for and identifying potential grantees, assist applicants with grant applications and understanding the grant agreements – but *not* in procurement and delivery, which will be handled by AIP (AIP itself will do this latter step). By the end of Y2, AIP plans for AIRN to have awarded at least 50 grants for women retailers. The implementation of the grants will be overseen by the AIP Grants Specialist, and the AIP Gender Specialist (who will interface with the partner NGOs).

1.1.9 Strengthen Agricultural Input Wholesale Associations

This effort aims to build strong project-wide input supply chains of quality products to AIRN member retailers, ultimately to induce widespread demand for quality products by farmers. A Directory of input supply companies and wholesalers will be finished for multiple uses. AIP will implement capacity building trainings that target three wholesaler associations to enhance their member services and business ethics: the BSA, BFA, and BCPA. Training delivery will be contracted to 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 Directory of input supply companies and wholesalers will inventory their contact and ordering information, and available products and services. This will ultimately become a searchable, relational database and will link to the GIS-based Market Information Services in Intervention 2. The Directory will include companies and wholesalers who channel products and services to the 20 FTF Districts. AIP has begun this activity in Q4 of Y1. The initial Directory will be completed in Q2 of Y2.

In Y1, AIP added to the 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 strategically understand the entirety of possible AIRN members.

Both activities' have been outsourced to a third party. The Directory of companies and wholesalers will be produced in Q2 in MS Word in booklet form, and in MS Excel form, to later be converted to MS Access. The retailers' master list will be produced in Q2 as an MS Excel file, and will converted later to MS Access.

1.1.9.2 Capacity Building of BSA, BFA, and BCPA

Capacity building of BSA, BFA, and BCPA aims to improve business ethics and member services. The project will conduct Organizational Capacity Assessment (OCA) and

Organizational Capacity Development (OCD) of these associations through a local third party organization in Q1 and Q2 of Y2. The scope of work will include the assessment of BSA, BFA, and BCPA's business ethics, their quality of member services, and member services they may wish to expand upon. This is because Interventions 4 and 1.1.9.2 are linked in the sense that BSA, BFA, and BCPA will only be able to improve their member services while carrying out OCD within the broader spheres of organizational governance, management, fiscal and financial management, business ethics, etc.

Assessments' outputs will determine best approaches and training content for trainings to start in Y2. These outputs will enable the shaping of OCD. OCD training content will be constructed by the Senior Capacity Building Advisor (SCBA) together with the contracted organization. Up to eight trainings will be conducted in Y2 by these training service providers in concert with the SCBA.

1.2 Trainings/Seminars/National and International Study Tours

To improve the capacity of agricultural inputs retailers and wholesalers, AIP is providing an array of training focused on business management, safe and responsible use of agricultural input products, agronomic practices, and business ethics. This will ultimately enable AIRN retailers to provide high-quality embedded services to their customers, and thereby increase the safe, responsible use of quality agricultural input products in project areas.

In addition, AIP plans to send high-performing AIRN retailers on domestic and international **study tours** to observe best practices in the agricultural inputs sector and to visit input suppliers, retailers, and other hosts to be selected as appropriate. These study tours will help motivate AIRN retailers, as the retailers will be required to meet certain criteria (regarding sales, etc.) in order to participate. These visits are aimed at improving the relationship between producers and traders and acquainting retailers with production procedures and quality control techniques.

Though no study tours had been planned for Y1, AIP intends to take at least 50 AIRN retailers on a total of three domestic study tours by the end of Y2 (international study tours will begin to take place starting in Y3). In the first quarter of the upcoming program year, AIP will establish the strategy and criteria for selecting future AIRN retailers to participate in these study tours, and will also begin identifying venues for the study tours. This will be assisted by the input of the training needs assessment, as referenced in section 1.1.3 of this Implementation Plan. By the end of the second quarter, AIP will begin selecting retailers to participate in domestic study tours. The process will be led by the AIRN Coordinator and the AIRN Officers, with support from the SCBA.

1.2.1 Development of Training Modules

During the first year of program implementation, AIP contextualized and translated CNFA's well-established business management training modules to be relevant to Bangladeshi agro-input retailers. In addition, CropLife Asia's (CLA) Safe Use Training modules were appraised during the development of AIP's PERSUAP. Although in principle the materials were determined to be usable for AIP's purposes, a few deficiencies were noted. AIP will, therefore, moving forward only use the CLA materials in trainings-of-trainers (TOTs) and in trainings of retailers when the inappropriate messaging is eliminated. An AIP staff person will be on hand during the TOTs to ensure

that this takes place as such. AIP will further ensure that trained trainers, who are agro-input companies' personnel, will follow the same instructions.

Three new training modules will be developed in Y2:

- Follow-on trainings on Agricultural Inputs Storage, Use and Handling will be developed in Q2 for male and female input retailers:
 - Crop Protection Products' (CPP) safe shipping, storage and handling
 - Seeds & fertilizers' proper storage
 - CPPs' proper use, safe application and disposal (farm level)
 - Fertilizer proper use/application
 - Seed proper use
 - Etc.....
- Business management training (BMT) for female retailers in Q2 and Q3. Training on AIRN Governing Principles and AIRN *Upazilla* Chapter Governance Procedures after AIRN's national bylaws are formed..

1.2.2 Master Trainers' Selection, TOT, and Trainings

In Y1 AIP selected and trained **Master Trainers (MTs)** within four companies to deliver the training modules to their respective retailers. Seven MTs (including at least two female MTs) will be additionally selected in Y2. By the end of Q2, these new MTs will be trained in concert with the AIP Senior Training Specialist.

To ensure retailers are armed with knowledge in the safe use, handling, storage, and disposal of seed, fertilizer, and pesticides, AIP will continue to provide **Safe Use Training**, as qualified in Section 1.2.1 above, to all AIRN retailers throughout the project area.

By the end of Y2, AIP will deliver at least 30 training sessions for at least 600 AIRN retailers.

1.3 Prepare and Distribute Brochures

To maximize the success of the AIRN membership drive, AIRN will develop its brochure following the completion of its Branding and Marketing Strategy in Q1 of Y2 (explained further in section 1.3.1 to follow). The brochure will be translated into *Bangla* so that it may best reach its target audiences of agro-input retailers (potential members) and farmers (to increase awareness of where to go to purchase trusted quality inputs). However, the brochure will also be available in English to spread AIRN's message to other stakeholders, such as USAID, NGOs, etc.

The *Astha* Seal of Quality logo had been developed for AIRN (but will no longer be used), and a separate AIRN logo is approved (see below). Retailers will first join AIRN (and receive the Associate AIRN member status), and upon completion of trainings, and having become Accredited AIRN members, will be qualified to receive the AIRN signboard. . The AIRN logo will be common for all *upazilla* chapters of AIRN, but will place its self-appointed name under it.



AIRN Logo:

1.3.1 Branding and Marketing Campaign for AIRN

The AIP Communications and Public Relations Specialist will train the AIRN Coordinator and his supporting Field Officers on how to explain and “market” AIRN to target audiences to increase awareness of services and membership. She will lead at least three workshops with these individuals to develop the AIRN Marketing and Branding Plan in Q1, and to share it with AIP staff in Khulna, Barisal and Dhaka. The Branding and Marketing Plan for AIRN will provide consistency amongst the entire network of retailers. Following the completion of this Plan, additional trainings will be conducted as well, including for the women-led partner NGOs (which will be playing a key role in identifying women retailers to apply for grants and ultimately join AIRN, as well as promoting AIRN’s services to female farmers buying inputs).

A short documentary on the purpose and establishment of the AIRN will be completed by the end of the fourth quarter in Y2 with the assistance of CNFA’s Communications and Marketing Specialist (CCMS), which will be promoted in tandem with a press release. The AIRN Coordinator will speak on community radio programs run by the Agricultural Information Service (AIS) in program areas to reach target audiences, and translated advertisements for AIRN will be placed in *Prothom Alo*, Bangladesh’s leading Bangla newspaper. An announcement of AIRN’s establishment will also be placed in English in top English newspapers, such as *The Daily Star* and *New Age*.

AIRN’s branding and marketing campaign will also target online audiences. AIP will help AIRN develop its own Facebook page, and possibly Twitter account, in Q3 and Q4 of Y2. The existing AIP website, which will ultimately transition to an AIRN website, will have an AIRN Member Directory available as well.

1.3.2 Public Awareness Campaign for Proper Use of Seed, Fertilizer, and Pesticides

Starting in Q1, AIRN and AIP will work with the Agriculture Information Service (AIS) to develop four educational print materials (brochures, etc.) aimed at farmer audiences to advocate the proper techniques and importance of proper use of quality agricultural inputs. These materials, concentrating on the use of seed, fertilizer, and crop protection, will be displayed and distributed at AIRN retailers’ shops.

In tandem with major crop planting timings, e.g. early and late winter vegetable plantings, and early monsoon rice planting, AIP will program messaging into AIS’ Community Radio on best use of seed, fertilizer, and pesticides. Messaging will also feature AIRN membership drives.

1.3.3 E-Books’ Improvement

In Y1, AIP met with AIS to assess the existing e-books on crop production. It was found that these materials are difficult to access for the lay reader, and AIP intends to contract AIS to update 14 of these e-books in Y2, beginning in the second quarter. These

“updates” will include developing more visual content and making them easier to find on the AIS website. In addition, AIP found that none of the presently existing materials addresses agricultural inputs, so AIP will work with AIS to add three (3) e-books to its collection, one each for seed, pesticide, and fertilizer. A total of two (2) e-books in Y2 will be updated and three (3) new e-books will be developed by the end of Y2. These materials will then be able to be accessed by wholesalers, retailers, information centers, and end-users (farmers).

Activity Plan- Intervention 1 Year 2

Task #	Project Task	2013			2014									AIP Staff lead	Leads, partners and Collaborators		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Implementing Partner	Collaborating Partner	
Intervention 1: Establish Agro Input Retail Network																	
1.1 Establish AIRN																	
1.1.1	Selection of 90 of 122 Upazillas over 20 FTF Districts														SABA	AIRN	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														STE	BASC, GMark	Partner NGOs Banchte Shekha, AVAS and Ashroy Foundation
1.1.4	Working purpose, objectives and modalities of AIRN														SABA	AIRN	AIRN Advisory Board
1.1.5	AIRN Structure and members														SABA, AISCA and AIRN Cord	BFA, BSA, BCPA	--
1.1.5.a	AIRN Membership Drive														AIRN Cord	--	AIP Staff
1.1.6	Credit Guarantee funds														SABA	BRAC and TBD	AIRN
1.1.7	Gender Lens Committee (GLC)														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														M&E and SABA	3 rd Party Organizations	BADC, DAE, BSA, BCPA, BFA
1.1.9.2	Capacity building of the BFA, BSA and BCPA														SCBA	3 rd Party Organizations	BSA, BCPA, BFA
1.1.9.3	Collaboration with BPRSSP														PEEA	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														STE	AIRN (Coordinator)	Input Companies, Input Associations
	AIP will identify venues for the study tours														STE	AIRN (Coordinator)	Input Companies, Input Associations, AIRN
	Organize AIRN retailers domestic study tour														STE	AIRN (Coordinator)	Input Companies, Input Associations, AIRN
1.2.1	Development of training modules														STE, SCBA, GS	BASC, GMark	GLC
1.2.2	Master trainers' selection ToT and Training														STE, GS	BASC, Gmark	--
	Trainings of AIRN Retailers														STE, SCBA	BASC, Gmark, Input Companies	AIRN
1.3 AIRN Promotion- Prepare and Distribute Brochures																	
1.3	Branding and Marketing Strategy and AIRN Brochure developed														CPRS	AIRN	Ashroy, AVAS, Banchte Shekha
1.3.1	Branding and marketing campaign for AIRN														CPRS, CNFA CMS	AIRN Coordinator, AIRN Field Officers, Ashroy, AVAS, Banchte Shekha	Prothoom Alo, Daily Star, BTV, Channel 1, DAE-AIS
1.3.2	Public awareness														CPRS	AIS	AIRN

Intervention 2: Market Information Systems

Following the pilot efforts on retailers' point data collection in Q2, AIP will launch the *Ag-Inputs Monthly Price Outlook* bulletin in Q3. The bulletin will initially focus on selected seeds, fertilizers, and plant protection products of most commonly used quality products, and their price, trends and other quality related information. The information disseminated through the bulletin will also be added into an improved existing online market information system that is managed by the DAM. Bulletins' contents will be underpinned by a GIS system to be developed in Q2. This will be an interactive tool for analyzing and disseminating strategic market information. The project will also organize Agricultural exhibitions which will be hosted by AIRN through AIP support in the FTF Regions. These will bring in stakeholders from Bangladesh and international input supply sectors to promote new products, services, and best management practices to farmers, retailers, companies, and wholesalers.

Demonstration plots will be organized to serve as a platform to showcase different input varieties and best agricultural practices, in order to stimulate smallholder farmer demand for high quality inputs that they will be able to purchase from AIRN member retailers.

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

The Department of Agricultural Marketing (DAM) operates a searchable online database of agricultural output commodity prices, but has limited geographical coverage in the FTF Regions and suffers from frequent technical difficulties and outdated information. AIP will collaborate with DAM to improve and augment this system. The aim is to post current, accurate, user-friendly agro inputs' (seeds, fertilizers, and crop protection products) prices and trends.

In Y2, AIP will engage in consultative meetings with DAM to thoroughly review the system towards its improvement and future use. Information fields will be analyzed, geographic and information gaps identified, and user-friendliness and technical issues analyzed. Its current usage rate will be examined with the aim to increase it In Q2.

The AIRN Supply Chain Advisor will assess the products of the input companies (see 1.1.2, this Implementation Plan) with which AIP has already signed MOUs, and make a list of top 60 products in terms of their sales volume in the FTF program area. The Supply Chain Advisor will also define which products can be termed as "acceptable quality." AIRN Field Officers will collect information on price, trends and quality features of those 60 products every month through random sampling - by visiting five AIRN member retail shops per *upazilla* per month. This information will be posted in the Monthly Price Outlook bulletin as well as potentially in other private sector partners' monthly publications, such as *This Month in Agriculture* by Bayer Crop Science. As and when products of new companies are assessed or new products of already assessed companies with high sales volume are observed, the product list will grow. The First Monthly Bulletin is expected to come out in Q3 following the product assessment to be conducted by the AIRN Supply Chain Advisor in Q2.

The Monthly Price Outlook Bulletin may incorporate quality information alongside of prices of products. Prices of generic agro-input commodities in a complex market may not make the Bulletin meaningful. Branded products with a quality rating of the internal self-regulation of the companies that produce them, as an additional list in the Bulletin, will capture more attention and yield meaningful information to lead buyers to informed decisions.

The GIS system (see 2.1.1 below) will underpin the information collection process of this Monthly Price Outlook bulletin. AIP will begin uploading price, trend and quality features of the assessed and selected products in the DAM's online database starting in Q4.

The above will proceed simultaneously in Y2 with a series of consultative meetings with AIRN members to explore and finalize modalities for collection and incorporation of input price information. AIRN retailers will act as both price data collection points, and bulletin distribution centers. Means to disseminate the bulletins will be explored: online through DAM and Bayer Crop Science, hard copy formats for different users, and possibly SMS. Printed formats and electronic viewing points' availability will be explored for use at retailer shops as an AIRN member service.

2.1.1 GIS Development

AIRN Member Retailers' Point Data Collection

This field collection activity will start with a pilot effort in Q2 in the designated pilot area of 25 *upazillas*, once AIRN Field Officers are on board and given introductory training. AIP's GIS Specialist will closely work with Spatial Systems Associates (SSA) and the AIRN Coordinator to manage a workflow for staff allocation, and determine the most efficient process to establish a consistent stream of quality data.

Basemap and Retailer Data

It is expected that throughout Y2, opportunities to acquire additional retailer information and supplemental basemap datasets will present themselves, especially as more retailers join the network. The most relevant base layers have proven difficult to acquire. They either have to be obtained from those who give them out, constructed by AIP or SSA from tabular data (and converted and geo-coded), or constructed afresh. During Year 2, the following base data sets, and the following tasks for the agro-inputs levels, will take place. But all components' *consolidation* into a Market Information System is dependent on the acquisition of enough base layer data sets, in order to use an MIS as a strategic tool for decision making:

On the **demand** side of markets and information the following *minimal* base layers will be acquired or constructed in Year 2:

- A **road** data set will be constructed afresh by SSA from remote sensing imagery (the GoB LGED data set, channeled to AIP from USAID, is unusable)
- Up to date **administrative boundaries** should be acquired if at all possible; the GIS system has these, but not up to date and only to the *upazilla* level. It is not practical to construct these.

- **Cropping patterns** (what is grown, where, over the several cropping seasons): this is most desirable and will be sought out, if it exists.
- **Population density** (how many people, and where?): Finer accuracy to the Union, or at least the *upazilla* will be sought. AIP has “mined” this from the Bureau of Statistics (BBS), but this BBS data only exists at the District level (AIP has done the same from BBS data on cropping intensity to the District level).

On the **supply** side of markets and information the following tasks will be continued from Year 1:

- **AIRN** member retailers point data: more attributes will be added to the Android-based application – designed by SSA – to be used by AIRN Field Officers to enlist basic data about each new AIRN member.
- **Accredited AIRN members’** (a sub-set of AIRN members) point data, with the only attribute different from AIRN retailers is having Accredited AIRN status or not.
- Where and who are **wholesalers** of agro inputs within the FTF zone, and what do they sell? (we will answer this by about March/April, but, this will not have lat/long; it will have to be geo-coded later)
- Similarly, where and who are **companies** that sell inputs (through wholesalers) into the FTF zone? (these will likely be mostly *outside* the FTF zone, and also will be answered by about March/April; they’ll also not have lat/long and will have to be geo-coded)

The project will continue ongoing coordination with USAID, GOB ministries, and other FTF projects regarding use of GIS technology, and communication regarding data acquisition and use of the developing system.

2.2 Agricultural Exhibitions

AIP will organize Agricultural Exhibitions starting in December of Y2 or following the national elections, assuming the AIP can plan well enough in advance of Fairs, and implement the Fair without danger in traveling due to civil unrest. This time of year is being targeted because it is typically a relatively “slow” period in the input supply sector calendar. The exhibitions will be two-day events designed to demonstrate innovative management techniques and products, as well as environmentally-responsible agricultural input practices. AIP will hold its first exhibition in Khulna. To catch up with the target of arranging five exhibitions over the life of project (LOP), AIP will arrange the second exhibition in Y2, the timing and location of which will be finalized upon consultation with industry stakeholders by the end of Q2.

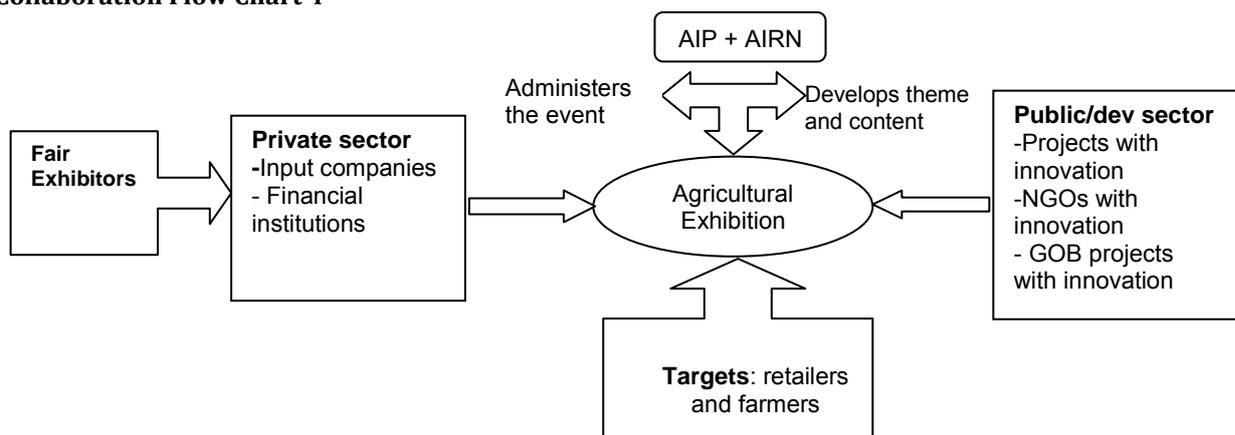
For the first exhibition, AIP and AIRN will elaborate a theme for the event, such as “Innovation and Environment-friendly and Safer Use of Agro-inputs” at the beginning of Q1.

A range of stakeholders will be invited in the fair to exhibit their products and good practices. Potential exhibitors include the following:

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

The Collaboration Flow Chart 4 on the following page illustrates the roles of AIP and its collaborators on the planned Agricultural Exhibitions.

Collaboration Flow Chart 4



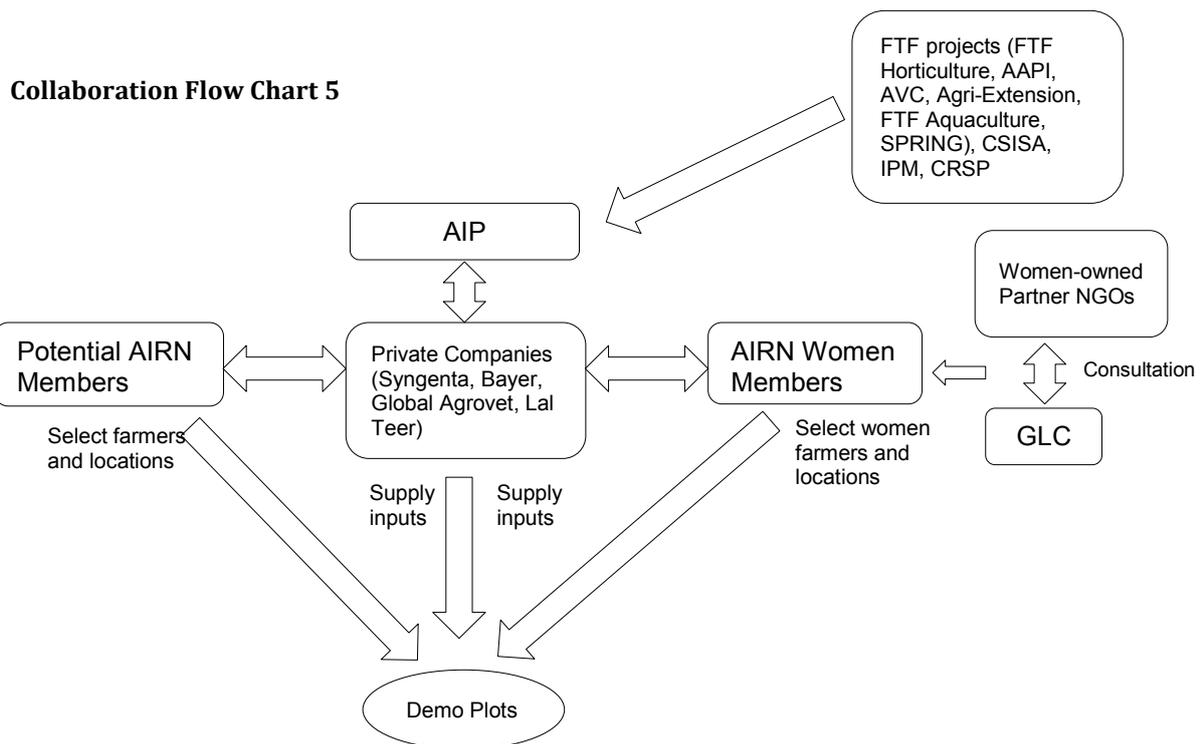
2.3 Collaborative Demonstration Plots with Other FTF Programs

In collaboration with other FTF projects, as well as public and private inputs supply companies and institutions which have retailers participating in AIP trainings, the project will provide demonstrations of the benefits of using high-quality agricultural inputs for the production of selected crops. The demonstrations will also show the appropriate application practices for agricultural inputs, which take into account farmers' and farm households' health and safety, and how to minimize the impact on the environment. These demonstrations will also strengthen linkages between farmers and the retailers participating in AIP (and who ultimately aim to become Accredited AIRN members), as they will raise awareness of farmers on the benefits of purchasing quality products from retailers participating in AIP training, and who ultimately receive Accredited AIRN membership.

To have greater impact from these demonstration plots with quality inputs, the plots will be established primarily in the environs of individual AIRN member retailers' shop so that customers visiting the shops are exposed to and able to observe the profitability and effectiveness of the proper use of quality inputs and techniques used in plots and also have access to these inputs. Plots will be established when and where appropriate in collaboration with other FTF projects, although some will be solely driven by

wholesalers and/or retailers without FTF projects' collaboration. A relatively smaller number of plots to demonstrate mostly highly nutritious vegetables will be established by the three sub-awardee female-based NGOs in consultation with the GLC. Plots' economic benefits along with the health and environmental benefits of specific agricultural practices will be monitored and communicated to the broader audience. The economic benefits of these demos will also be compared with the nearby controls (i.e. plots with farmers' traditional practices) that do not utilize higher quality inputs.

The Collaboration Flow Chart 5 on the following page illustrates the roles of AIP and its collaborators on the demonstration plots.



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

AIP signed MOUs with four private input companies to establish 300 demonstration plots in Y2 via cost-sharing modalities. These will be the focus of demonstration plots in Y2. AIP will seek to establish additional demo plots with private input companies that sell integrated pest management (IPM) products as well. With the help of retailers and other collaborators, AIP will identify the location of demonstration plots. All plots' locations will be plotted by GPS. AIP will share its implementation plan of demonstration plots through private input companies with other FTF projects and Integrated Pest Management Collaborative Research Support Program (IPM CRSP) and invite them to join where opportunities exist to collaborate.

AIP will begin holding demonstrations in two seasons in Y2, the first in winter (early *Boro*, starting in October), and the second in the pre-monsoon season (late *Boro*, starting in March-April). A PERSUAP was conducted in Y1 and the major

recommendations out of the draft have been shared with partner input companies so that the demonstration plots will adopt the recommendations of the PERSUAP.

Companies will demonstrate quality products that they want to showcase. The products are vetted by AIP with special attention to pesticides. Only “allowed” (by the draft PERSUAP) pesticides will be permitted for cost sharing; “rejected” pesticides will not be permitted. Lal Teer Seed will demonstrate vegetable seed; Global Agrovvet will demonstrate mostly IPM-related products (e.g. pheromone traps) and soil amendments (e.g. sulfur and gypsum); Bayer CropLife Science will demonstrate mostly conventional pesticides; and Syngenta Bangladesh will demonstrate conventional pesticides and hybrid maize seed. Safe application measures are described just below (Field Days).

2.3.2 Field Days

For each demonstration plot, three Field Days will be organized- one each during the setup, vegetative stage, and crop harvesting stage. Best agronomic management practices will be taught, including environmentally-sound agricultural input application practices, water management, cultivation, and use of Integrated Pest Management and CPPs. In Y2, a total of 900 field days will be organized for 300 demonstration plots and their associated control plots. Participatory monitoring will compare outputs of plots using high quality inputs with control plots. Quantitative measurements of yields will be recorded for project M&E, and to illustrate to farmers net profits from use of high quality inputs.

2.3.3 Demonstrations to Promote High Value Nutritious Crops and Technologies

The GLC will select a broad range of primarily high-value and highly-nutritious vegetable crops aimed at promotion to female farmers and gardeners. Special attention will be given to include high yielding and stress tolerant varieties against various abiotic stresses. As in Section 2.3.1 (above), cost sharing modalities will be developed with partners.

Based on the findings of the initial Gender Assessment from Y1, and with the help of retailers, together with feedback from the GLC, female-run partner NGOs will **select female farmers** and gardeners to determine female participants and plots’ locations.

In Y2 AIP will plan for female-retailers-run demonstration plots to be established in Y3. Planning for highly nutritious vegetable demonstration plots in the environs of women retailers shops’ will take place towards the end of Y2, after grantees’ shops are set up.

Activity Plan- Intervention 2 Year 2

Task #	Project Task	2013			2014									Leads, partners and Collaborators		
		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													SABA and M&E A	AIRN	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													SABA	E3 Solutions, 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)													SABA	AIRN; Input Companies, <i>Banchte Shekha</i> , AVAS, Ashroy Foundation	FTF: Horticulture, AAPI, AVC, Agri-Extension, Aquaculture, SPRING; CSISA
2.3.2	Field Days													AISCA	AIRN; Input Companies, <i>Banchte Shekha</i> , 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	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	12	12	12	SABA
	Distribute print version through retailers and advisory centres across (# copy)	200,000	0	0	50,000	50,000	50,000	50,000	SABA
	Utilize GPS to plot retailers assigning unique identification number (#retailers)	3,000	500	0	600	1,800	600	--	GIS Sp
	Develop a directory of retailers (#retailers)	3,000	500	0	600	1,800	600	--	GIS Sp
2.2 Agricultural Exhibitions		LOP Target	Y1 Target	Y1 (actual)	Y2	Y3	Y4	Y5	
	Facilitate annual exhibitions (# exhibition)	5	0	0	2	1	1	1	SABA
	National companies participating in the exhibition (# company)	80	0	0	20	20	20	20	SABA
	Multinational input supply companies participate the exhibition (# company)	20	0	0	5	5	5	5	SABA
	Exhibition of new products (# product)	100	0	0	25	25	25	25	SABA
2.2 Collaborative Demonstration Plots with other FTF Programs		LOP Target	Y1 Target	Y1 (actual)	Y2	Y3	Y4	Y5	
	Organize demonstration plots (# demonstration plot)	500	65	0	300	150	50	--	SABA
	Farmers participate in the demonstration plots (# of farmer)	50,000	5,000	0	30,000	15,000	5,000	--	AISCA
	Demonstrate and adopt new input products (# of product)	30	3	0	15	10	5	--	SABA
	Results of demonstration trials' results disseminated through radio and other media outlets (# event)	15	5	0	5	5	5	--	CPRS

Intervention 3: Quality Control and Standards and Regulatory Constraints

AIP will engage industry associations and the GOB to develop industry standards for each of the major crop inputs (seed, fertilizer, and CPPs). Multi-stakeholder support and transparency is required to address persistent problems of low quality seed, improper fertilizer formulation, and adulteration of crop protection products. The pertinence and efficacy of existing quality control standards will be analyzed, with the aim to adjust existing standards and create new standards, both to be advocated. Once determined, this body of information will be promoted to AIRN retailers, associations' member wholesalers, and distributors for continual adoption. The composition of AIRN retailers' certificate of membership will be developed. These will be developed in concert with the AIRN Advisory Board and AIRN Business Ethics Committee (BEC) to oversee agreement by AIRN member retailers to a code of ethics that embraces adherence to high quality, unadulterated products. The BEC will be formed from associations' members, AIRN, and the GOB to formulate and update retailers' business ethics code, and commission and guide independent monitoring audits of retailers.

3.1 Adherence to Industry Standards

AIP's work on this intervention in Y1 focused on seed quality standards of the three classes of inputs (seed, fertilizer, and CPPs). AIP's focus in Y2 will be on CPPs and seeds. At least two quality standards will be developed or improved to adhere to international standards in Y2 in collaboration with BSA, BCPA and concerned government departments, i.e. the Bangladesh Agricultural Development Corporation (BADC), the Seed Certification Agency (SCA), the Seed Wing of the MOA and Plant Protection Wing of DAE.

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 analyzed along with the revised Seed Policy 2005, which includes the GOB Acts and Rules. A major drawback in rules' enforcement is that only GOB organizations like the BADC, and some reputed national and multinational seed companies, comply with seed rules. Some smaller private enterprises' reluctance to follow rules leads to questionable product quality. This dynamic will be further assessed.

AIP will continue consultations with the BSA, BADC, and the SCA, a directorate under the DAE. Consultations aim to analyze causes and constraints for ineffective enforcement of seed rules. Together with this exercise AIP will analyze the adequacy of existing seed standards that are intended to maintain seed quality. The state of the art of seed quality standards with regard to climate change resilience (e.g. saline tolerance and waterlog resistance) will also be analyzed.

Public-private Sector Seminars

A key output from analyses will be briefs to advance to the GOB for upgrading old and developing new standards as necessary. The BSA will be assisted by AIP to conduct seminars for the MOA and other government officials from the SCA and the Seed Wing of the MOA. Seminars will identify key policy, legal, 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

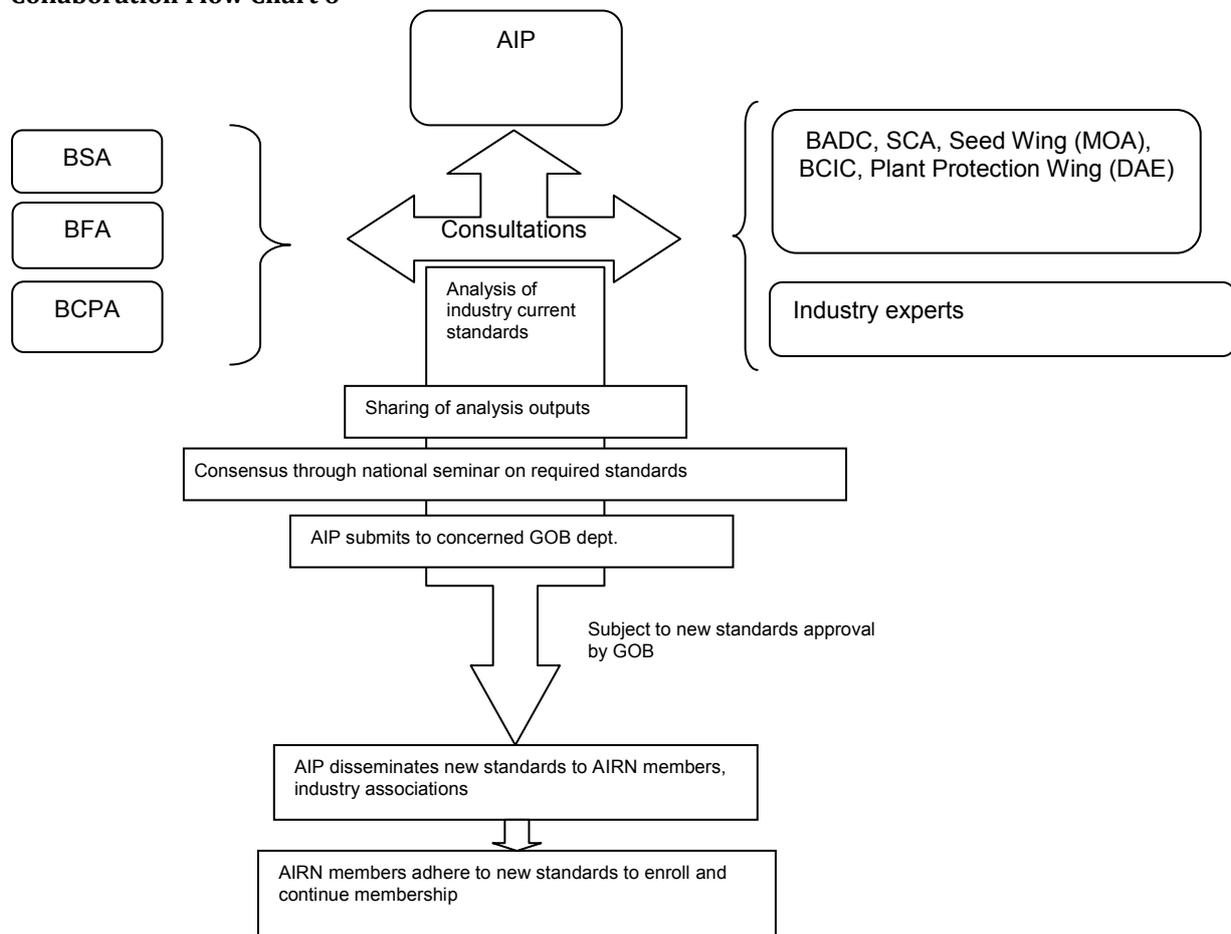
In Y2, AIP will review relevant policy documents such as Pesticides Ordinance 1971, The Destructive Insects and Pests Rules 1966, Pesticides Rules 1985, Amendment of the Pesticides Rules 1985, Plant Quarantine Act 2011, and relevant Gazette notifications published by the GOB. AIP will initiate consultations with BCPA, Plant Protection Wing (DAE), and industry experts to analyze the causes for ineffective enforcement of CPP rules and also explore the adequacy of existing CPP standards.

Public-private sector seminars

The output of the analysis will then be shared with concerned GOB departments through seminars where the necessity of upgrading old and developing new standards will be discussed. The BCPA will be assisted by AIP to conduct seminars for the Ministry of Agriculture and other government officials from the Plant Protection Wing of the DAE.

Collaboration Flow Chart 6 below illustrates the collaborative process of reviewing and promoting adherence to industry standards amongst AIRN members.

Collaboration Flow Chart 6



3.2 Certification and Business Ethics

3.2a AIRN Certification

AIP will assist AIRN in developing the content and structure of a **certificate for AIRN** member retailers in Q2 of Y2. The certificate will reflect the necessary conditions for joining AIRN. After agreeing to Associate AIRN membership criteria and then receiving training (see 1.1.5, this Implementation Plan), retailers passing the post-training test will be able to receive an AIRN signboard, which indicates to the public that a given AIRN member retailer an Accredited AIRN member and is familiar with agricultural inputs safe and proper storage and handling, is selling only quality inputs, coupled with the provision of advice on best agronomic practices and proper and safe use of inputs. The signboards are to be prominently displayed in shops for customers to view, and these shops are subject to regular and ad-hoc quality control audit monitoring visits.

For the renewal of Accredited AIRN member status, the retailer will have to comply with the standards rigorously and pass on annual 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, but s/he will still remain an Associate AIRN member. S/he can get back her/his signboard if found compliant in the following year's audit.

3.2b AIRN Business Ethics Committee

A Business Ethics Committee (BEC) within AIRN will be created by Q2 of Y2. Its basic mandate will be to determine a set of business ethics criteria necessary for AIRN certification and membership. The BEC will consist of at least one representative from each of the three major input associations, one farmer group representative, one high level official from DAE, one male and one female AIRN retailer, and the Gender Specialist. The BEC will guide the AIRN Advisory Board on ethics, and will commission independent audits of AIRN retailers. The BEC will meet quarterly.

3.3 Monitoring

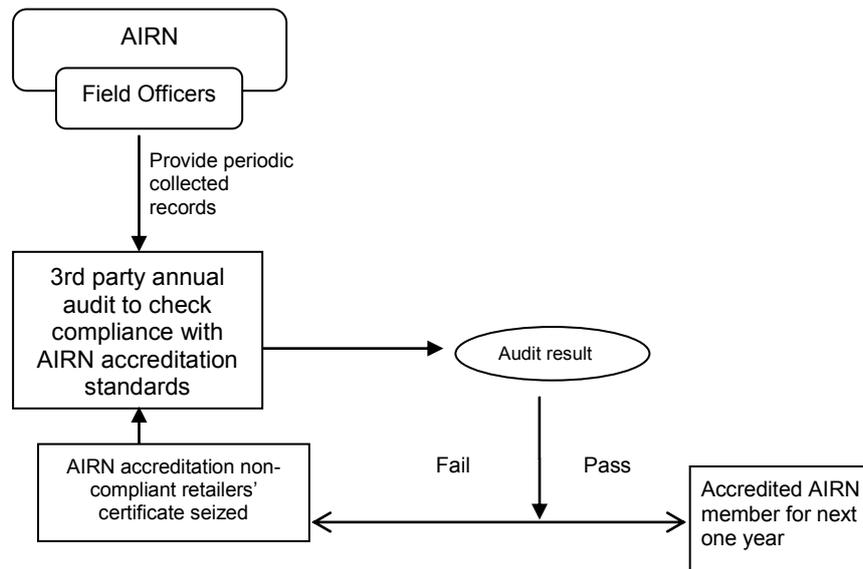
Two monitoring functions - **independent audits** and a **consumer hotline** - will be established over the LOP to ensure that Accredited AIRN member certified retailers live up to their code of business ethics and that their products are of quality to conform with industry-approved standards. Both of these activities will commence in Y2.

The **independent audit function** will be made operational, and will have two functions: first, ad-hoc audits of Accredited AIRN members to monitor the compliance; and the second, annual visits to check the compliance of Accredited AIRN members for the renewal of their accreditation. The first of yearly independent audits will take place in Y3 for those retailers who received accreditation in Y2. The BEC of AIRN, aided by AIP, will commission an outside auditing firm for field level audits of certified retailers. AIRN's Field Officers will be closely involved in audits. Auditors will have access to information that will be continually gathered by AIRN Field Officers. This information will encompass monitoring fields on a standardized checklist developed in Y1, which accounts for general stock analyses of input amounts, types, prices and checks on products' dates' expiry, packaging size, and labeling, storage condition, proper shop display, traceability of source, availability of inputs proper application, and safe handling information for the farmers. Monthly price and product data submitted to the GIS system will also be verified. Field Officers' continuous checks will serve to collect

information for the GIS and price bulletins. The monitoring information will be used to further inform AIP approaches in retailer training, AIRN services, and policy efforts.

Collaboration Flow Chart 7 illustrates the monitoring process for AIRN accreditation and maintenance.

Collaboration Flow Chart 7



AIP will assist AIRN to erect a **consumer call center** to discover patterns of poor quality agro-inputs. These will be reported to the call center by farmers who have purchased them from AIRN member retailers. Farmer-customers may report products as ineffective, fake, adulterated, or wrongly labeled.

AIP will first attempt to integrate AIRN's call center with the DAE AIS's new pilot program of a call service located in AIS-Dhaka. This offers advice to any farmer-caller. Farmers pose questions, problems, and concerns about crop-based issues. The international NGO Practical Action (PA) has developed and piloted this service with AIS. AIP has entered into dialogue with PA and AIS in Q4 of Year 1 towards the end of integrating AIRN's call center into the AIS call center. AIP would augment the call desk staff with enough staff to field more consumer call-ins.

AIRN must learn of patterns of reported "bad" products, particularly those sold by AIRN member retailers. In practical terms, AIRN's Field Officers will not be able to investigate each "bad" case at the farmer and AIRN shop levels, nor to ascertain whether a given product is 'bad' or just wrongly applied or sown by a farmer. Data from a call center however 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, and
- Investigate and/or evaluate supply chains of companies associated with patterns of complaints

AIP would thus further mandate AIS's call center to record data on reported 'bad' products e.g.: product purpose, product name, product type, company name, name of shop where purchased (AIRN member shop), and product date of expiry.

The AIP would enter into a partnership in Q1 with Practical Action (PA) by contract to develop and implement pattern-tracking tasks for AIRN, if PA comes to realistic terms. And if so, AIP will monitor the financial break-even point of PA's pilot call center. Alternatively, if PA's involvement is too costly, AIP will assist AIRN to create its own call center in Khulna. AIRN will post the call center number in AIRN member retailer shops. The call center's costs, or profits, will be factored into AIRN's business model.

3.4 Coordination on Policy, Legal, and Regulatory Constraints

Coordination with the USAID-funded Bangladesh Policy Research and Strategy Support Program (BPRSSP) implemented by IFPRI falls much more logically in 3.4 than in Intervention 1.1.9.3 (Intervention 1, AIRN Formation). Starting with this Implementation Plan, and in subsequent QPRs and APRs, Section 1.1.9.3 will not be presented separately from 3.4. This will eliminate repetition and the need to cross-reference.

AIP will continue to work closely with IFPRI to identify and present policy constraints in both the business enabling environment and technical quality control fields. AIP will contribute to defining key constraints in the input supply sector and proposing solutions to address them, using actionable data collected by project and other sources. AIP staff and representatives of industry associations will participate in policy dialogue groups established in coordination with other donors, GoB, and private sector stakeholders.

The BPRSSP began policy research through two sub-contractors in Q3 of (AIP's) Y1: Bangladesh Institute of Development Studies (BIDS) and Center for Agri-research and Sustainable Environment and Entrepreneurship Development (CASEED). The policy investigation fields that overlap with AIP's aims are:

BIDS:

- Quality of agriculture inputs
- Seed sector in Bangladesh: issues, constraints, and the way forward
- Improving the effectiveness of fertilizer: issues in quality of fertilizer and the fertilizer distribution system in Bangladesh

CASEED:

- Improving the quality of agriculture inputs
- Developing the seed sector
- Fertilizer pricing and marketing

The formative and preliminary results of BIDS are anticipated at the very end of Q4 of (AIP's) Y1, with their draft papers due in Q3 of PY2. CASEED's work is slated to be complete at the same time.

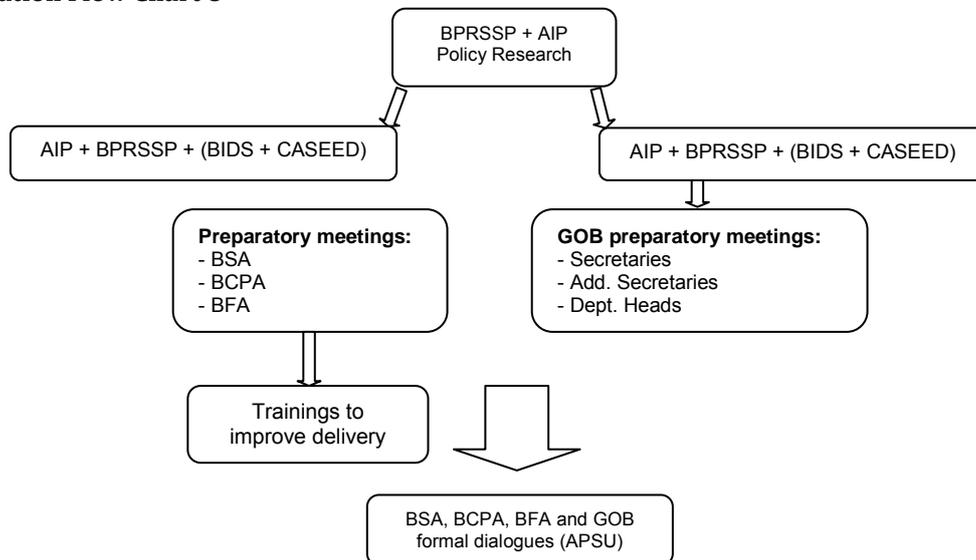
By the end of Q3 AIP and BPRSSP aim to hold preparatory meetings with GOB officials (Secretaries, Additional Secretaries, and Department heads) to inform them of BPRSSP and AIP collaboration aimed at bridging the private and public sectors to ultimately

address policy issues. By the end of Q2 similar meetings will jointly and separately take place with BSA, BCPA, and BFA to the same end. In these latter meetings CASEED and BIDS would be present for an additional function to corroborate their findings with the views of these three business associations.

IN Q3 and Q4 AIP will facilitate the three business associations to absorb BPRSSP's findings. Formal working events will then be jointly held by AIP and BPRSSP in the MOA's new Agricultural Policy Support Unit (APSU).

Collaboration Flow Chart 8 below illustrates AIP's coordination with stakeholders on Policy, Legal, and Regulatory constraints.

Collaboration Flow Chart 8



Activity Plan- Intervention 3 Year 2

Task #	Project Task	2013			2014									AIP Staff lead	Leads, partners and Collaborators	
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Implementing Partner	Collaborating Partner
3.1	Adherence to Industry Standards													AIQCS S	BSA, BFA, BCPA	BADC, SCA, Seed Wing (MOA), BCIC, Plant Protection Wing (DAE)
3.2 a	AIRN Certification													AIRN Cord and SABA	AIRN	BFA, BSA, BCPA
3.2 b	AIRN Business Ethics Committee													SABA 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													PEEA and SABA	BSA, BFA, BCPA	MOA, IFPRI

Output Tracker- Intervention 3

3	Quality Control and Standards and Regulatory Constraints	LOP Target	Y1 Target	Y1 (actual)	Y2	Y3	Y4	Y5	Staff Responsible
3.1 Adherence to Industry Standards									
	Develop, adopt, and monitor new input quality standards (# standard)	6	1	0	2	2	1	1	AIQCSS
3.2 Certification and Business Ethics									
	Create quality standards and business ethics monitoring committee (# committee)	1	0	0	1	--	--	--	AIRN Coordinator
	Certification of retailers (# retailer)	3,000	0	0	600	1,800	600	--	AIRN Coordinator
	Smallholders served by certified retailers (# smallholder)	1,000,000	0	0	100,000	500,000	100,000	300,000	M&E Specialist
3.3 Monitoring									
	Input companies participate in the Business ethics committee (# of company)	3	0	0	3	--	--	--	AIRN Coordinator
	Conduct audit annually by independent auditors on business ethics (# audits)	4	0	0	0	1	1	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									
	Identify Policy Constraints and Present to the policy dialogue group (# constraints)	8	0	0	4	4	--	--	PEEA
	Conduct Gender Assessment and Follow-up Gender Assessment	2	1	1 ⁴	--	--	1	--	GS
	Form Program Advisory Committee consisting of public and private stakeholders (# committee)	1	0	0	1	--	--	--	Chief of Party
	Organize Semi-Annual Meetings of Program Advisory Committee (# Meetings)	8	0	0	2	2	2	2	Chief of Party

⁴ The Gender Assessment was conducted in Y1 and the report is being finalized at the beginning of Y2.

Intervention 4: Strengthening Local Organizations

The aim of this intervention is to build the capacity of local organizations to become 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 a wide range of local organizations, including NGOs, research institutes and others. At a later stage AIP will begin to transition some of the project interventions' implementation responsibility to these organizations through sub-awards as well as grant funding to carry out initiatives linked to AIP implementation, while maintaining a supervisory and mentoring role.

In Y1 AIP initiated the process of assessments of three business associations in Q4 through tendering of a mandate to hire a third party organization to perform Organizational Capacity Assessments (OCA) and Organizational Capacity Development (OCD). The award is expected to be made in Q1 of Y2. The content of OCD trainings will be made together with AIP. In Q4 of Year 1 AIP staff also made initial assessments of organizational capacity of local NGOs identified in the cooperative agreement (Ashroy Foundation, AVAS, and *Banchte Shekha*) as potential recipients of grant funds to carry out initiatives linked to AIP implementation such as: implement input supply, gender integration, economic development, nutrition, and livelihoods programs..

AIP will make it clear to all concerned (staff and organizations) that the outcome of this intervention is not necessarily a direct USAID award.

4.1 Organizational Capacity Assessment

The benchmarks of OCA will be those contained in USAID documents that incorporate USAID's Standards for Financial Management Systems⁵. OCA will begin in Y2, Q1, with BSA, and then 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 process of *self*-assessment that will be facilitated by the outside, third party organization. More organizations will be assessed and developed, to reach at least 20, in Years 3 and 4.

Ashroy Foundation, AVAS, and *Banchte Shekha* may also be further assessed (OCA) in Q2 of Y2 and weaknesses addressed through OCD.

Other collaborating partners that become identified in Y2 that take any substantial roles to implement AIP activities would first be similarly assessed (OCA) and then undergo OCD to address weaknesses.

4.2 Training Design

In all cases OCD Action Plans will be the outcome of OCA. **Trainings** in OCD will begin in Q1 and Q2 as assessments' findings emerge. The general syllabus will follow relevant selections from the seven major fields of USAID's OCA tool, e.g. organizational governance, financial management, organizational management, and program management. Heavy concentration will be on areas which currently include USG-specific requirements, and on financial management. An independent auditing firm will

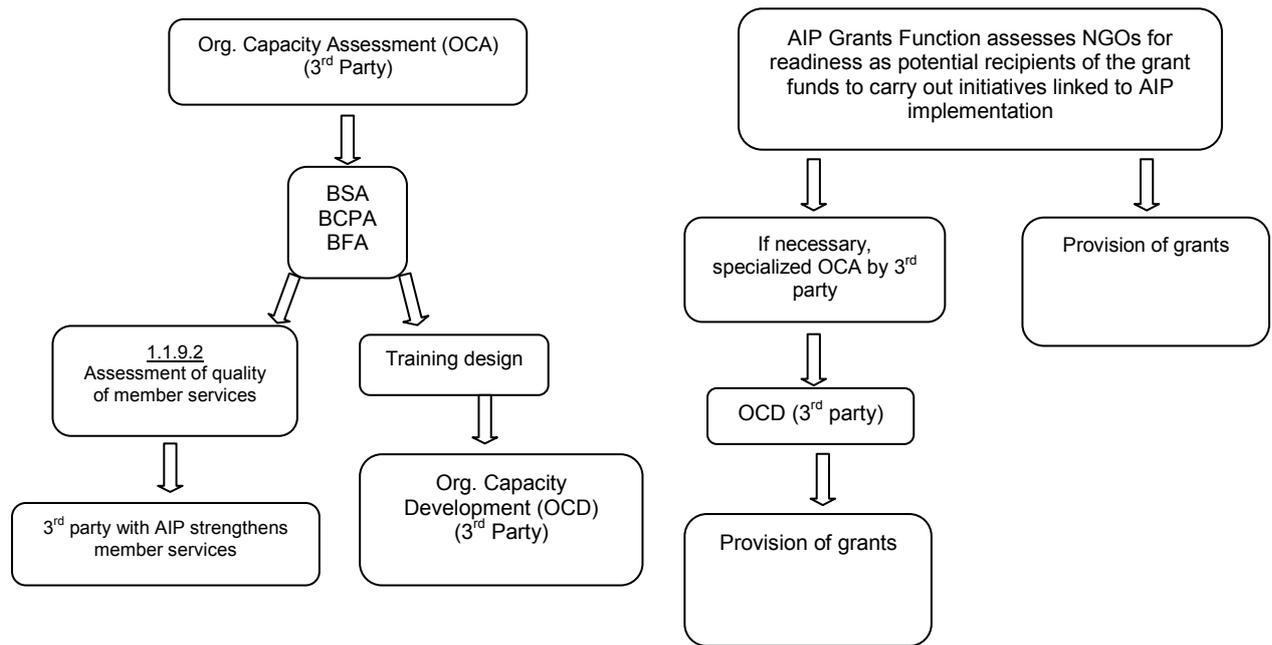
⁵ For example: <http://senegal.usaid.gov/sites/default/files/file/3%20-%20USAID%20OCA%20Tool.pdf>

be identified to train organizations together with the third party organizations, against criteria stipulated in USAID’s Standards for Financial Management Systems.

When BSA, and later BCPA and BFA, (and the three partner NGOs for female retailers grant-making) are adjudged to be reasonably sound, AIP will be in a position to issue sub-awards to them with clear purposes that relate to AIP’s objectives.

AIP’s activities in Intervention 4 are illustrated in the Collaboration Flow Chart 8 below.

Collaboration Flow Chart 8



Activity Plan- Intervention 4 Year 2

Task #	Project Task	2013			2014									Leads, partners and Collaborators		
		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	Y3	Y4	Y5	Staff Responsible
	Provide Sub-Awards to Local Implementing Partners	30	0	0	10	15	5	--	SCBA
	Develop Specific Technical Assistance Package for All Local Organizations (# Package)	1	1	0	1	--	--	--	SCBA
	Value of Sub-Awards Provided to Local Implementing Partners	\$750,000	0	0	TBD				SCBA
	Provide TA to Develop Pre-Award Survey by Local Accounting Firm (#TA)	1	0	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 first gender assessment with the assistance of three women-led partner NGOs, *Banchte Shekha*, the Ashroy Foundation, and AVAS. The initial gender assessment identified major limitations and challenges to women farmers in acquiring quality inputs; major limitations and challenges to women selling (or hoping to sell) 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 that measurement in the changes in empowerment of women retailers in the project area will be possible. The domains of empowerment addressed by this assessment include business, resources, income, leadership, and time.

To facilitate the implementation of the specific actions recommended via the initial gender assessment, a Gender Lens Committee (GLC) will be established within the AIRN. As indicated in Section 1.1.7, the three women-led partner NGOs have been engaged in discussions about joining the GLC, and each have nominated a Committee Member. By the end of Quarter 1 of Year 2, the GLC will be fully established. The GLC will also assist in identifying potential women grantees to establish agro-input retail businesses, and will also help in the development of the training course tailored for female agro-dealers joining AIRN. At least two female master trainers will be responsible for delivering these trainings.

Starting in Year 2, AIP and AIRN will 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), and hired its Environmental Specialist. Environmental Interns were planned to be hired, and were identified for hiring in Q1 of Year 2. At this writing the EDDR is approved and the PERSUAP is undergoing final review by USAID. By the end of Quarter 1 of Year 2, AIP plans to have the PERSUAP finalized. 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 in the draft PERSUAP).

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 subawardees – understand their specific roles to implement both tools of the EDDR and PERSUAP. The below steps will take place in Year 2 to ensure this:

- The EMMP in the EDDR, and the PERSUAP's Mitigation and Monitoring Plan for IPM and Pesticide Safety must be **consolidated into one document**. The EDDR's Environmental Manual should be modified to include the PERSUAP's Mitigation and Monitoring Plan for IPM and Pesticide Safety. This consolidation will take place in Q2 after the PERSUAP's approval.
- **Training of AIP and AIRN staff** will follow, to ensconce time-bound roles and responsibilities in this consolidated document.
- **Trainings of relevant subawardees** on their environmental roles will use a curriculum that is being designed in Q1.
- **Trainings of Accredited AIRN member retailers** will take place throughout the year on shop-level safe use and handling of pesticides, including transport, storage, display, safe use within shops, and recommended shop infrastructure e.g. ventilation and non-absorbable surfaces.
- **Strategic discussions** will take place in Q2 to determine collaborative efforts to realize the **Integrated Pest Management (IPM)** recommendations of the draft PERSUAP. IPM is recommended to be applied broadly at the farmer production level. Collaboration will be required, particularly with the Agricultural Value Chain project (AVC) and the Agricultural Extension Project (AESAP).

Throughout the life of the project, the Environmental Specialist (ES) together with AIP and AIRN staff, will ensure all AIP activities are in compliance with the USAID Initial Environmental Examination, EDDR, and PERSUAP. For detailed schedule of activities, see the below EDDR EMMP and PERSUAP's Mitigation and Monitoring Plan for IPM and Pesticide Safety, that follow the Activity Chart for Environment activities. . The ES will train AIRN staff, female partner NGOs' staff, and AIP staff on up-to-date environmental compliance related to practical field applications. He will also obtain and evaluate new active ingredients in products of collaborating input supply companies against U.S. Environmental Protection Standards.

A particular focus of the ES will be on the demonstration plots, Field Days, and the crop protection products (and protective equipment) that will be used in the demonstrations. In addition, in Q1 of Y2, AIP will hire 3-4 interns whom have earned at least an MSc in Environmental Science to support the Environmental Specialist.⁶ After thorough training on the use of the EMMP, the interns will assist in evaluating the 150 demonstration plots to be identified and established in Year 2, and ensure compliance with the EMMP.

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) for retailers 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.

⁶ 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.

Activity Chart: Environment Cross-Cutting

CC: Environment	2013			2014									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
Consolidated EMMP Developed and AIP and AIRN staff trained													ES	--	USAID
Training in USG Environmental Compliance													ES	--	AIRN, Ashroy, AVAS, <i>Banchte Shekha</i> , 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															

FROM APPROVED EDDR: ENVIRONMENTAL MITIGATION AND MONITORING PLAN (EMMP)

The following table summarizes the potential adverse impacts, mitigation measures, and indicators for mitigation, organizations responsible for the mitigation and reporting frequencies for the activities identified to have impacts

Groupings	Interventions in which NDCs are found	Potential Adverse Impact and Risks	Mitigation Measures	Responsible Parties	Monitoring Schedule			Budget (ETB)
					Indicators	Data Source/ Method	How Often	
i. Trainings of Trainers, and Trainings of Retailers	1.1.1, 1.1.5	Potential risk to biological environment (aquatic, terrestrial, wetland, endangered species, and beneficial plants and animals) and public health	<ul style="list-style-type: none"> • Prepare training modules with proper messaging and information from the recommendations of 2013 AIP PERSUAP • Edit CropLife Asia video 	STE	Number of complete training modules	PERSUAP, CropLife Asia training module and videos	As per training schedule	\$14,000
ii. Implementation of AIP activities by subcontractors and sub-awardees	1.1.1, 1.1.5, 1.1.6, 1.1.7, 2.1, 4.1	Impact on human health and the environment	Training activity will be designed to enhance the knowledge of sub-contractors and sub-awardees about the risks of, and aversion of risks, in carrying out their project-mandated activities.	ES- training design STE- training content checked COP- training content checked	Number of checked training modules	PERSUAP, New training modules	As per training schedule	\$9,000
iii. Sale of pesticides by AIRN members	1.1.5	<ul style="list-style-type: none"> • Impact of pesticides on the agricultural landscape • Sale of pesticides impact on human health: storing and handling them, and farmer-clients handling and 	<ul style="list-style-type: none"> • Trainings and messaging to Accredited AIRN members • Women-operated agro-inputs' retailerships will not sell rejected pesticides. 	M&EA- Audits ES- training design CPRS- messaging	<ul style="list-style-type: none"> • All pesticide Active Ingredients (AIs) as per PERSUAP • Number of retailers 	<ul style="list-style-type: none"> • PERSUAP and subsequent annual updates • Annual audit results • Training curricula 	<ul style="list-style-type: none"> • Annually • As and when grant agreements are signed 	\$34,000
								39

		applying them.			trained , <ul style="list-style-type: none"> • Audit results of retailer shops, • Number of interviewed retailers understand risks 	and printed media outputs <ul style="list-style-type: none"> • Grant Agreements to women retailers 		
iv. Agricultural Fairs	2.2	Involves purchase or use of pesticides and vehicle traffic congestion	<ul style="list-style-type: none"> • Safeguard and require to safeguard chemicals and pesticides by Fair participants: stall arrangements • WHO colour coding for toxic substances to be out of the reach of children • Have spill cleaning materials on hand • arrange parking for ambulance and fire authorities' access, and alert fire authorities 	ES SABA AISCA	<ul style="list-style-type: none"> • Number of cleaning materials and first aid boxes present • Emergency contact list present • Vehicle traffic plan present • Stalls' safely exhibited 	<ul style="list-style-type: none"> • PERSUAP • Fairs' organization checklist • Fairs' event manager contract 	As per Exhibition schedule	--
v. Demonstration plots	2.3.1, 2.3.2	Pesticides used, acute human poisoning, chronic human poisoning, death of honeybees birds	<ul style="list-style-type: none"> • Selection of demo plot as per the recommendation of PERSUAP • All recommended PPE present on demo sites and used • PPE used during field days • Checklist to evaluate the 	ES	<ul style="list-style-type: none"> • Evaluated demo plots, • Field days' checking 	<ul style="list-style-type: none"> • PERSUAP • Signed evaluation checklist • Field days' records 	As per the schedule of the associated companies and FTF collaborators	--

			potential demo plot will be developed for field use					
vi. Demonstrations to promote high value nutritious crops and technologies	6.3	<p>The draft EMMP under 6.3 Research and Technology, enlists mitigation activities for the AIP to carry out about protecting native agricultural crop genetic diversity. The suggestion was that a) the AIP carries out a study on the status of agricultural crop genetic diversity, and b) the AIP carries out the recommendations from that study. We have removed this from the EMMP because: a) the proposed mitigation measures are not found in the main body of the EDDR under 6.3, nor in 2.3 i.e. Demonstration Plots and Field Days, and b) this issue has already been extensively studied in Bangladesh, and the results of studies that recommend the way forward are far beyond the means of the AIP to implement. See, e.g. two FAO reports on the subject. In 2007: http://www.fao.org/docrep/013/i1500e/bangladesh.pdf This is a report that ensued from an entire FAO-implemented project on this topic. In 1995: http://www.fao.org/fileadmin/templates/agphome/documents/PGR/SoW1/asia/BANGLADE.PDF In the Environmental Reviews and Assessments (Annex 1) and the (modified) EMMP however, the AIP does enlist mitigation activities that are within its reach to implement. These are enlisted under the activity grouping entitled: vi. Demonstrations to promote high value nutritious crops and technologies.</p>						--
	2.3.3	Low level impact on beneficial plants, and potentially low impacts on overall public health and nutrition	<ul style="list-style-type: none"> • Demonstrate the efficacy of quality seed of native varieties • Observe <i>Ashta</i>-qualified shops' seed inventories, and recommend through messaging that they stock native varieties of vegetables 	GS AIRN Staff CPRS	<ul style="list-style-type: none"> • Number of demonstration plots with native cultivars • Number of Accredited AIRN memberships with native cultivars' seed 	<ul style="list-style-type: none"> • Demo plots' record • QPRs and Annual Reports 	Annually	--
vii. Coordination on Policy, Legal	3.4	Policies that stimulate agro-inputs' use	Include adequate consideration of	AIQCPA	Number of analyses of	• Notes to the file	Quarterly	--

and Regulatory Constraints		without, at the same time, requiring high technical standards for their use could cause negative impacts on natural environments and human health	environmental impacts of policies and laws in the policy and legal analyses		Environmental Considerations in policies	• Proceeds workshops and seminars		
viii. Construction of women's retailer shops, or loans for upgrading other AIRN retailers' shops	6.1, 6.2, 1.1.8	Minimum impacts on physical, biological, and social environment	<ul style="list-style-type: none"> • Require loan packages to avert environmental impact in cases of existing shop improvements • Checklist to evaluate beforehand will be developed 	ES SABA	<ul style="list-style-type: none"> • AIP staff on-site monitoring • Results of evaluation checklists 	<ul style="list-style-type: none"> • Signed evaluation checklists • Loan agreements 	Each grant or loan	--
ix. Procurement, use and disposal of electronic equipment	6.6, 1.3.3	Medium to high level risk to public health	<ul style="list-style-type: none"> • Procure equipment from branded company which has international environmental certification and from branded retailers • Proper inventory and disposal of equipment • Emergency contacts list present (fire, police, medical, poison control) 	ES OD	<ul style="list-style-type: none"> • Environmental certification of the company • Proper inventory records • Contact list present 	<ul style="list-style-type: none"> • Equipment papers • Purchase records • Inventory records • OD records on contact lists 	Quarterly Annually	--

Draft PERSUAP Mitigation and Monitoring Plan for IPM and Pesticide Safety

Potential Environmental Risks & Impacts D= Demo plot suitability evaluation F= Field day T= Training	Mitigation Measures & BMPs (Best Management Practices)	Monitoring Indicators	Responsibility ES= Environmental Specialist CPRS= Communication and Public Relation Specialist STE= Senior Training Expert	Planned Mitigation (M) & Reporting (R) Frequency
Risks Associated with Pesticide “Use”	Mitigation of Pesticide Risks	Indicators of Pesticides Best Management Practices	Responsible Staff to Train on Pesticide BMPs (T) & Monitor (Mon)	M = (as stated below) R = (Quarterly)
<ul style="list-style-type: none"> (D) Use of non-EPA registered pesticides, certain RUP pesticides, Class I pesticides, known carcinogens (D) Incorrect or improper pesticide selection 	<ul style="list-style-type: none"> Training to Demo Plot Collaborators and retailers on banned, rejected and allowed pesticides: See PERSUAP Annex 7 and SUAP allowed and rejected pesticide AIs. 	<ul style="list-style-type: none"> All pesticide Active Ingredients (AIs) allowed as per PERSUAP No Class I pesticides used No pesticides containing endosulfan used Interviewed Demo Plot Collaborators understand choices & selection criteria 	T= ES Mon= ES	M = Oct – Nov; Jan – March; Sept R = Quarterly
<ul style="list-style-type: none"> (D) Groundwater (drinking water) & surface water contamination leading to aquatic ecotoxicity (fish kills) 	<ul style="list-style-type: none"> Evaluate planned Demo plots for groundwater and surface water proximity + ecotoxicity of AIs Demarcate area of Demo plots for keeping pesticides out of ground and surface water, as follows: No mixing or rinsing sprayers in or near streams, ponds or rivers. Keep pesticides at least 30 meters from drinking water 	<ul style="list-style-type: none"> Demo plot suitability evaluation checklists are signed by ES and COP and kept on record 	Mon= ES	M = Oct – Nov; Jan – March; Sept R = Quarterly

	sources.			
<ul style="list-style-type: none"> (F, T) Excessive pesticide quantities used 	<ul style="list-style-type: none"> Understand pests of each crop & available pest management tools 	<ul style="list-style-type: none"> Training to retailers on preventive tools/tactics in addition to curative pesticide tools, talks during field days 	<ul style="list-style-type: none"> F= ES T = STE Mon (F) = ES Mon (T) = STE 	<ul style="list-style-type: none"> M = Oct – September R = Quarterly
<ul style="list-style-type: none"> (F, T) Acute human poisoning leading to death 	<ul style="list-style-type: none"> Use of personal protective equipment (PPE): gloves for mixing, mask to protect mouth and nose from mist and vapors, rubber boots, hat, overalls. Training to retailers and messaging through print and electronic media on pesticide risks 	<ul style="list-style-type: none"> All recommended PPE present on demo sites and used (If a pesticide poisoning occurs, immediately inform health professional) Number of retailers attended in the safe use handling training 	<ul style="list-style-type: none"> T = STE Mon (F) = ES Mon (T) = STE Messaging= CPRS 	<ul style="list-style-type: none"> M = Oct – September R = Quarterly
<ul style="list-style-type: none"> (F, T) Chronic human poisoning leading to future health issues 	<ul style="list-style-type: none"> Training to retailers and messaging through print and electronic media on chronic health issues and use PPE (see Annex 7, draft PERSUAP, for chronic risks with each pesticide AI, pesticide label PPE recommendations, and types of PPE, above) 	<ul style="list-style-type: none"> PPE used during spraying Number of retailers attended in the safe use handling training 	<ul style="list-style-type: none"> T= STE Mon (F)= ES Mon (T) = STE Messaging= CPRS 	<ul style="list-style-type: none"> M = Oct – September R = Quarterly
<ul style="list-style-type: none"> (F, T) Death of pollinator honeybees 	<ul style="list-style-type: none"> Training to retailers and messaging through print and electronic media on methods for protecting honeybees from spray= Spray later afternoon after bees are in 	<ul style="list-style-type: none"> Number of retailers attended in the safe use handling training Interviewed trained retailers understand risks to honeybees 	<ul style="list-style-type: none"> T= STE Mon (F)= ES Mon (T) = STE Messaging= CPRS 	<ul style="list-style-type: none"> M = Oct – September R = Quarterly

	hive, or early morning.			
<ul style="list-style-type: none"> (F, T) Mass-level local and migratory bird deaths 	<ul style="list-style-type: none"> Training to retailers on pesticide choices & selection= See draft PERSUAP Annex 7, bird toxicity. 	<ul style="list-style-type: none"> Interviewed Retailers understand pesticide choices & selection criteria 	<p>T= STE Mon (F)= ES Mon (T) = STE Messaging= CPRS</p>	<p>M = Oct – September R = Quarterly</p>
<ul style="list-style-type: none"> (F,T) Sprayers leak at every parts junction 	<ul style="list-style-type: none"> Training to retailers and messaging through print and electronic media on sprayer maintenance= Ensure that sprayer parts junctions do not leak with normal use; that proper nozzles are used for each application or pest. 	<ul style="list-style-type: none"> Number of retailers attended in the safe use handling training Sprayers well maintained, not leaking 	<p>T= STE Mon (F)= ES Mon (T) = STE Messaging= CPRS</p>	<p>M = Oct – September R = Quarterly</p>
<ul style="list-style-type: none"> (T) Incorrect pest identification 	<ul style="list-style-type: none"> Training to retailers and messaging through print and electronic media on identification of most common pests= (draft PERSUAP Annex 1 for pests) 	<ul style="list-style-type: none"> Interviewed trained retailers can identify common pests, diseases and weeds 	<p>T= STE Mon= STE Messaging= CPRS</p>	<p>M = Oct – September R = Quarterly</p>
<ul style="list-style-type: none"> (T) Integrated Pest Management (IPM) not known, or understood, or used 	<ul style="list-style-type: none"> Repeated training to retailers on use of IPM (use draft PERSUAP Annex 1 info) 	<ul style="list-style-type: none"> IPM tools and tactics understood and used Number of trained retailers on IPM 	<p>T= STE, ES Mon= STE</p>	<p>M= Q4 R= Quarterly</p>
<ul style="list-style-type: none"> (T) Lack of understanding or use of pesticide retail BMPs 	<p>Do training to retailers on:</p> <ul style="list-style-type: none"> Security on shop outside and internal warehouse doors, windows Signage for warnings and fire procedures Operational (charged) fire extinguisher present 	<ul style="list-style-type: none"> Number of trained retailers on shop-level retail storage and handling of pesticides 	<p>T= ES, STE Mon= ES, STE</p>	<p>M = June – August R = Quarterly</p>

	<ul style="list-style-type: none"> • Emergency contacts list present (fire, police, medical, poison control) • Use of non-absorbent easily cleaned floor (tile) & shelf (metal/enamel) materials • Pesticide spill cleanup materials (sawdust, broom/shovel, pail) • Ventilation, no odors • Pesticide types segregation • Highly toxic pesticides stored up high out of reach of children • No subdividing of pesticides from original containers to smaller empty containers • Sprayers for sale • Sprayer spare parts for sale • Simple, cost-effective PPE available for sale • No expired pesticides kept • No leaking or corroded pesticide bottles kept • No unregistered or illegal pesticides kept • Pesticide label information legible without need for magnifying glass • Sales personnel can identify common crop pests and diseases • Sales personnel can offer advice on prevention of each 			
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	pest/disease, and distinguish among control choices <ul style="list-style-type: none"> • Proper inventory control and record keeping • Good housekeeping, keep the shop clean and neat 			
<ul style="list-style-type: none"> • (T) PERSUAP BMPs not followed 	All pesticide related activities should follow requirements of the PERSUAP 12-factor analysis, using Schroeder Power Point presentations and CLA materials. During trainings to retailers, AIP staff, Partner NGOs, discuss: <ul style="list-style-type: none"> • Each crop & primary pests/diseases • Preventive tactics & tools • Natural & Synthetic pesticides available • Pesticide types & uses • Pesticide quality & choice factors • Brand name, container integrity, respect expiration date • No use of empty drink bottles for selling or storing pesticides • Pesticides stored out of reach of children, under lock and key • Pesticide label information • Label pictograms • Pesticide dose for pest • Proper sprayer calibration 	<ul style="list-style-type: none"> • PERSUAP present; • Number of trained retailers, AIP staffs, Partner NGOs trained on advanced safe use and environmentally sound practices 	T= ES, STE Mon= STE Messaging= CPRS	M = June – August R = Quarterly

	<ul style="list-style-type: none"> • Pest resistance development and management, rotation among classes/modes of action of pesticides • For each commonly-used pesticide= • Acute human health risks • LD50 & acute human toxicities by WHO & EPA • Re-Entry Interval (REI) • Pre-Harvest Interval (PHI) • Maximum Residue Level (MRL) • Chronic human health risks • Risks to honeybees • Risks to fish and aquatic organisms • Risks to birds/waterfowl • Risks to protected environmental resources • Empty container disposal • Spray nozzle choices • Sprayer parts and nozzle cleaning and maintenance • How to reduce pesticide spray drift • Pesticide breakdown pathways 			
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Key Issues

Grants

As part of Intervention 1, AIP will provide a matching grant fund for women-owned agricultural input retail start-up businesses in the project area. These awards will utilize a 1:1 ratio for an average of \$1,000/grant; the matching portion may be met through a combination of cash and in-kind donation.

In Year 1, AIP's gender assessment explored the needs of potential women retailers in the project area in the southern delta of Bangladesh. It was discovered 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 completion and approval of the Grants Manual in the beginning of Year 2, AIP, the project will begin campaigns to reach out to potential grantees to raise their awareness about the grant program and 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 Year 2, at least 50 grants will be awarded, and a total of 300 grants will be awarded throughout the life of the project. Oversight of grant implementation will be thorough, and will be responsive to any lessons-learned as identified in the early stages of the grants program.

Sub-Recipients

Through Intervention 4 AIP is strengthening local organizations so that they are better able to implement program activities and ultimately become qualified as competitive applicants to be direct implementers of U.S. Government and other donor projects. 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 will include sub-awards to three local industry partners.

Beginning in the first quarter of Year 2, AIP will conduct Organizational Capacity Assessments of three input associations: BFA, BSA, and BCPA. Following these assessments, AIP will provide training and capacity building to these associations. The assistance to be provided will depend on the outcomes of the organizational capacity assessments for each organization, but will include a combination of technical and organizational development material. The organizational development material will include training to develop internal systems and procedures to meet USAID's Standards for Financial Management Systems. Once the organizations have gone through these capacity-building activities, they will qualify to receive sub-awards to implement activities that contribute to AIP objectives.

AIP envisions providing sub-awards to implement the following in Y2:

- Training for female retailers;
- Training module development delivery to new AIRN retailers;
- Training in AIRN *upazilla* chapters' governance and procedures;

- Organizational capacity assessments and organizational capacity development of local organizations;
- Development of a Directory of Companies and Wholesalers, as well as enlisting GOB-registered retailers; and
- Other purposes as their needs emerge throughout Y2.

Research and Technology

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

Basemaps for AIP's GIS system will be sought out through data-mining software capable of converting web sites' PDF files into spreadsheets. Spreadsheets can be imported into the relational data sets of the GIS system. The GIS system will evolve as new data sets are identified and imported. The AIP will attempt, to the extent possible within budget, to incorporate other FTF users' point data and basemaps.

Nutrition Integration

AIP will integrate training on nutrition improvement for women retailers. In Year 2, the AIP Gender Specialist will develop training materials in collaboration with the Gender Lens Committee. This training will help women retailers provide nutrition-focused embedded services within their shops.

AIP will seek the cooperation of other implementers in Bangladesh to capitalize on synergies in nutrition improvement objectives. For example, AIP will seek to share nutrition promotion materials from the USAID Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING) project to disseminate in AIP's Feed-the-Future areas. This information may also be shared at AIP's demonstration days, and also adapted for the needs of AIRN retailers to share in their shops. Other potential partners in this area may include the Department of Agricultural Extension. AIP may also work with BPRSP in the realm of policy change and communication.

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 changes 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 CPPs are the principal agro-inputs at issue. Rice farmers need seed varieties that are saline and drought resistant. The private sector is generally ahead of the public sector in identifying and combining rice strains into hybrids that are adapted to Bangladesh's agro-ecological conditions. 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, and this can be promoted.

Some vegetable hybrids that are already commercially released, e.g. tomatoes that ripen more slowly once harvested, help farmers who have transportation problems due to troubled roads from rain. These will also 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 more conventional fungicide. AIP can respond to this challenge by demonstrating, and training during Field Days, the use of IPM-related (Integrated Pest Management) soil health amendments like *Trichoderma harzianum*. that naturally induce fungal disease resilience. Through collaboration with other FTF projects, e.g. 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 the two IPM-related inputs that are already commercially available in-country.

Annex 1 AIRN Member Services

AIRN Member Services and tentative cost bases for an AIRN Business Plan

Main Headings	Tentative cost bases/elements and notes
<p>I. Knowledge Building</p> <ol style="list-style-type: none"> 1. Technical capacity development on use of best agriculture inputs to get the best crop yields 2. Technical capacity development on handling, storage, field application, and disposal of agriculture chemicals 3. Business development training for maximizing profits while doing ethical business <p>In future:</p> <ol style="list-style-type: none"> 4. Training on inventory management 5. Guest speakers on thematic topics 6. Business plan development to access commercial credit 	<ol style="list-style-type: none"> 1. Training cost (BMT and Safe Use by BRIDHI) Approx. BDT 22,300-/Company person/Training/Day 2. Training cost (in partnership with companies) Approx. BDT 1,550/Retailer/Training/Day 3. Training cost (One day Refresher trainings) Approx. BDT 2,250/Retailer/Training/Day 4. Training cost (One day Inventory management) Approx. BDT 2,500/Retailer/Training/Day 5. Cost of Guest Speakers: BDT 7000/speech 6. Cost of Business Plan Development: 3 persons day, BDT 3000/day
<p>II. Support to maximize profit</p> <ol style="list-style-type: none"> 1. Support to provide embedded services to farmer- customers: attract customers to buy from retailers who give correct advice while selling the right quality products 2. Provision of printed agronomic and agro-inputs information to give to farmer-customers 	<ol style="list-style-type: none"> 1. This cost is continued with in AIRN Field Officers (#6) salaries (10% time) 2. Unit costs of AIS's printing materials
<p>III. Exposure</p> <ol style="list-style-type: none"> 1. Improve member retailers reputation and visibility to both farmers and input companies/wholesalers as suppliers of quality products and services by earning Accredited AIRN status(AIRN certification of a shop that sells trusted, quality products) 2. Increase retailers' outreach, sales and marketing opportunities through field demonstrations of quality products 3. AIRN exposure in agriculture fairs 4. Media exposure of AIRN 	<ol style="list-style-type: none"> 1. Cost within AIRN Coordinator+ AIRN Field Officers' salaries (25% time) <ul style="list-style-type: none"> - Cost of external annual 3rd party audit 2. Average cost of demo (#300) BDT. 15000/Demo with Field Days (50% of total Demo + Field Day costs) 3. Cost of Agriculture Fair (TBD) 4. Cost of Media, average cost of AIS's Radio and TV time <ul style="list-style-type: none"> - Cost of Media, FTF areas local newspapers

<p>IV. Linkages</p> <ol style="list-style-type: none"> 1. Strengthen business connections with input supply companies and their wholesalers for access to demand-driven new products and services 2. Establish linkages with financial institutions to enable improved borrowing conditions 3. Assessment of input companies' supply chains to judge which products are of reasonable quality 	<ol style="list-style-type: none"> 1. Cost within AIRN Coordinator+ AIRN Field Officers' salaries (% time) 2. AIP will set this up – thereafter only small maintenance cost by AIRN in future 3. Cost of hiring a Deputy AIRN Coordinator (anticipated c. BDT 270,000/month). Each assessment says, 20 working days (pro-rata) with travel + MEI. In future, if companies want (to have their products judged as quality) this by year 3-4 AIP can try to cost-share (AIRN-company). <p>Note: On all AIRN staff salaries cost items, AIP will add:</p> <ul style="list-style-type: none"> - Travel costs (lodging + MEI) - Depreciation of capital goods (motorcycles, tablets, computers) - Recurrent costs on running (offices, vehicles, computers)
<p>V. Policy/Advocacy</p> <ol style="list-style-type: none"> 1. Raising a common voice in policy and quality standards through advocacy dialogues targeting government stakeholders, in order to improve the business environment 	<p>Cost of AIRN Coordinator and Deputy Coordinator (% time)</p>
<p>VI. Women Entrepreneurship (#300 retailers)</p> <ol style="list-style-type: none"> 1. Support women member retailers by providing matching grants to make necessary improvements of agro-inputs businesses (both existing and start-up businesses) 2. Specialized knowledge building of women retailers on nutrient-dense crops and their inputs 	<ol style="list-style-type: none"> 1. Training cost <ol style="list-style-type: none"> i. BMT and Safe Use by BRIDHI BDT 22,300-/Person/Training/Day ii. In partnership with companies BDT 1,550/Retailer/Training/Day iii. One day Refresher trainings BDT 2,250/Retailer/Training/Day iv. One day Inventory management BDT 2,500/Retailer/Training/Day 2. Training cost (one day) (nutrient-dense foods/crops) BDT 2,500/Retailer/Training/Day

Note: AIRN sources of *income* and streams will have to be continually appraised, and balanced with, its costs throughout Years 2, 3, and possibly 4. Above only illustrates cost bases for the purpose of starting a business model and plan.

Annex 2 Monitoring and Evaluation Plan

USAID approved AIP's M&E plan in June 2013. In Q4 of Y1. Two sharing sessions were held with all AIP staff (one in Khulna and one in Dhaka) to discuss the plan in detail, including the causal relationships amongst and between the different sections of the Results Framework, the project hypothesis, critical assumptions, indicators, possible tools and protocols for data collection, and data quality assessments. Following the discussions, the AIP M&E Unit developed a set of templates and logbooks to be used for data collection by AIRN retailers and by AIRN Field Officers. Full-scale M&E data collection will begin from Q1 of Y2. A Data Quality Assessment (DQA) for the AIP is slated for June, 2014 (Q3).

In Y2, AIP will recruit a third party consultant to conduct three separate studies and assessments. 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 will occur in July/August 2014, while a mini review is planned in October 2013.

Y2 Data Collection Schedule

PIRS #	Indicators	Year 2 (2013-14)												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 (process indicator)													AIRN Field Officers	M&E Specialists
4	Gross margin per unit of land, kilogram, or animal 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: Stage 1: Analyzed; Stage 2: Drafted & presented for public/ stakeholder consultation.													M&E Specialists	M&E Specialists

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 on project's strategies, on-going interventions, 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 relation 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 and exchange of development knowledge and lessons learned;
- Greater two-way flow of information between AIP, US Government, Government of Bangladesh and all other project audiences and beneficiaries.

OBJECTIVES:

AIP's Communications Strategy is two-fold. It must communicate effectively 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 \$14 million Agro-Inputs Project implemented through the collaboration of USAID Bangladesh,

⁷ The Communications Strategy is operationalized for Year 2 in the section that follows it, Annex 4 Communications Plan for Year 2

CNFA and GOB will help vulnerable Bangladeshi farmers reduce hunger and poverty by increasing smallholder's 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 one million smallholders, impact more than five million individuals across 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 contribute to improved the food security for Bangladeshis by establishing a network of 3,000 retailers from 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.

Box 1: Target Audiences

- USAID Bangladesh
- Government of Bangladesh
- Agro-Input Retailers
- Associations
- Other FTF Implementers
- The General Public
- Youth
- Local Media
- Farmers
- Local NGOs
- Academia
- Women (retailers and farmers)

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 AIP Team on broadcast media such as newspapers, magazines, and perhaps TV news programs and in radios will increase AIP's visibility and operations. To reach out to English speaking target audiences, all mediums will be in English and to reach out to Farmers and local partners in the field, all mediums will be in Bangla.

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 staffs will also communicate actively with the audiences.

OUTCOMES FROM ACTIVITY COMMUNICATIONS

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

- a) improved selection, use and application of seed, fertilizer, and pesticides (small holder audience)
- b) increased self-selection to sell quality inputs (retailer audience),
- c) improved private sector voice on policy matters (association/manufacture/distributor audiences)
- d) increased awareness regarding women retailers and women buyers of inputs (smallholders or household level audience)

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

STRATEGIES AND TACTICS

Strategy 1: All project activities will reflect and promote USAID

Tactic 1: Proper visibility of USAID

- USAID will be informed during all promotion of AIP activities and milestones.
- USAID logo and brand mark will be clearly visible in all electronic and print materials.
- All English communication materials will include the English tagline, "From the American People", and Bangla communications will include the *Bangla* tagline, "*Americar jonogoner pokkho theke.*"
- Communications materials to be branded include 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.

- Develop a quarterly external newsletter providing Project updates, event schedule and market information system.
- Engage in a local radio campaign to disseminate the Project's successes and progress.
- Participate in electronic 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 progress.
- AIP website will be developed and will include: AIP overview, Resource Center, Events, GIS, and links to social media networks such as Facebook, Twitter, and LinkedIn.
- M&E will be linked with communications to generate and disseminate knowledge products such as case studies, fact sheets, briefings, etc.)

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 marking plan for AIRN

- Create a branding and marking plan for Agro-Input Retailers Network (AIRN) that will provide consistency among the entire network of retailers.
- Create an AIRN logo and post the logo in each retailer shop recognizing them as a member of the network.
- Provide each Agro-Input Retailer with kits equipped with AIP-branded administrative items, including proper packaging and labeling.
- Create Accredited AIRN logo for retailers to use once they become an established entity 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 fair.
- Create value chain services such as mobile phone messaging through collaboration with the AESAP.
- Publish AIRN Retailers Directory, which will provide information of retailer's profiles, contact information, and available products and services.
- Develop mobile monitoring that will utilize fiscal memory machines with mobile capabilities to monitor AIRN retailers' business operations such as inventories and sales.
- Schedule follow-up visits to all Agro-Input Retailers on a regular basis to monitor progress, identify problems and successes.

- Develop a documentary on AIRN formation

Tactic 2: Develop materials to ensure the sustainability of AIRN

- 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 of best practices and lesson learned for trainings/seminars/national and international study tours.
- Ensure public awareness campaign for proper use of seed, fertilizer and pesticides.
- Publish educational materials aimed at farmer audiences for the use of seed, fertilizer, and crop protection, and will utilize its developing network for distribution of materials.
- 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.

Annex 4: Communication Plan for Year 2

Activity	Alignment with Comm. Strategy	Inputs	Time Frame	Key Messages	Key Audiences	Budget	Key Person	Anticipated Outputs	Output Indicator	Progress Reporting
Branding and Marketing Campaign for AIRN	Strategy 3 Tactic 1 and 2	PR materials (brochures, posters, etc.)	Begin Sep '13	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	30,000 - 40,000 taka (\$450-\$500)	CPRS	Newspaper ads; local radio; 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 pesticides	Strategy 3 Tactics 1 and 2	Photographer, stage decoration, PR materials (brochures, posters, etc.)	Sep '13- Life of project (LOP)	Quality inputs use for optimal agricultural production; quality inputs use for environmental safety and personal health	Retailers and farmers	50,000 -1 lakh (\$500)	CPRS	4 types of educational material available on the AIP website and AIRN retailers' shops	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	Sep '13, as scheduled per growing seasons	Quality agro-input application; cost-effectiveness of proper input application; where to purchase quality inputs	Retailers and farmers	20,000 - 30,000 taka (\$250-\$300)	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	January '14 and June '14	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	20,000 - 30,000 taka (\$250-\$300)	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 radioing programs	Nov '13; aggressively through Y2; periodically through LOP	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	1 lakh (\$1,000)	CPRS	Radio announcements in target project areas	Increased membership in AIRN; Increased sales of quality inputs at AIRN retailers	QPR, newsletter, website, social media
Newsletters	Strategy 1 Tactic 1, Strategy 2 Tactic 1, Strategy 3 Tactic 1 and 2	Vendor selection, updated project pictures, wide interaction with stakeholders	Nov'13-Dec' 13 and May '14-June '14	Progress of project activities and achievements	USAID, GOB, other FTF projects	15,000 - 20,000 taka (\$200) (500 copies)	CPRS	2 yearly publications; hard copies to USAID, GOB, partner NGOs, other FTF projects; also accessible on the AIP website	Increased program visibility, collaboration increased amongst stakeholders	QPR, Website
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'13 and July '14	Innovative management techniques and products, as well as environmentally-responsible agricultural input practices.	USAID, GOB, farmers, retailers, private companies, and other FTF projects	1 lakh (\$1,000)	CPRS supported by the advisors	2 Agricultural Exhibitions held; collaboration amongst 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	N/A	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 radioing, newspaper advertisement	Feb '14-Mar' 14	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	1 lakh (\$1,000)	CPRS	Press release, newspaper advertisement, community radioing	Getting messages across to target audiences and reaching	QPR, quarterly newsletters

E-books	Strategy 3 Tactic 2	Electronic and printing media, photographer, writer, collection of data	April '14- July '14	Updated information on 14 key crops, addition of 3 on major inputs (seed, pesticides, fertilizers)	Farmers and retailers	1-2 lac (\$1,000-2,000)	CPRS, AIS	3 new e-books (1 on seed-1 on pesticides-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	July '14- Sep '14	Promoting high quality agro-inputs to farmers through retailers	Farmers, retailers, and other FTF implementers	40,000 - 50,000 taka (\$500-\$600)	CPRS	2,000 printed copies of e-books distributed at retailer shops and information centers.	Increased knowledge amongst target population on input application and key crops	QPR, quarterly newsletters, website
AIRN establishment documentary	Strategy 3 Tactic 1	Videographer, Script, content developer	Sep '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	2-3 lakh taka (\$1,000-2,000)	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 in AIP website and in YouTube.	QPR, and quarterly newsletters

Collaboration Matrix

Intervention	Collaborating Partners	AIP Staff Liaison(s)
Selection of 90 of 122 Upazillas over 20 FTF Districts	Partner NGOs Banchte Shekha, AVAS and Ashroy Foundation	SABA
Assessments of private sector agro inputs companies	Private Sector Input companies	AIRN SCA
Identify training needs of retailers	Partner NGOs Banchte Shekha, AVAS and Ashroy Foundation	STE
Working purpose, objectives and modalities of AIRN	AIRN Advisory Board	SABA
AIRN Membership Drive	AIP Staff	AIRN Cord
Credit Guarantee funds	AIRN	SABA
Creation of Women Retailers through AIRN	GLC, Local Women's Groups, AAPI	GS
Selection of 90 of 122 Upazillas over 20 FTF Districts	Partner NGOs Banchte Shekha, AVAS and Ashroy Foundation	SABA
Directory of input supply companies and wholesalers	BADC, DAE, BSA, BCPA, BFA	M&EA and SABA
Capacity building of the BFA, BSA and BCPA	BSA, BCPA, BFA	SCBA
Collaboration with BPRSSP	BPRSSP	PEEA
AIP will establish the criteria and strategy for AIRN retailers to participate in study tours	Input Companies, Input Associations	STE
AIP will identify venues for the study tours	Input Companies, Input Associations, AIRN	STE
Organize AIRN retailers domestic study tour	Input Companies, Input Associations, AIRN	STE
Development of training modules	GLC	STE, SCBA, GS
Trainings of AIRN Retailers	AIRN	STE, SCBA
Branding and Marketing Strategy and AIRN Brochure developed	Ashroy, AVAS, Banchte Shekha	CPRS
Branding and marketing campaign for AIRN	<i>Prothoom Alo, Daily Star, BTV, Channel 1, DAE-AIS</i>	CPRS, CNFA CMS
Public awareness campaign for proper use of seed, fertilizer, and pesticide (and nutrition?)	AIRN	CPRS
e-books Improvement and Use	AIRN	CPRS
Ag-Inputs Monthly Price	DAE-DAM, Bayer Crop Science	SABA and

Outlook bulletin – Analysis and Distribution		M&EA
GIS Development	Ag Ext. project, World Fish	SCBA and GIS Sp
Agricultural Exhibitions	FTF and other projects, partner NGOs, GOB	SABA
Identification of collaborators and plots	FTF: Horticulture, AAPI, AVC, Agri-Extension, Aquaculture, SPRING; CSISA	SABA
Field Days	FTF: Horticulture, AAPI, AVC, Agri-Extension, Aquaculture, SPRING; CSISA	AISCA
Demonstrations to promote high value nutritious crops and technologies	FTF: SPRING, Horticulture, AVC	GS and SABA
Adherence to Industry Standards	BADC, SCA, Seed Wing (MOA), BCIC, Plant Protection Wing (DAE)	AIQCSS
AIRN Certification	BFA, BSA, BCPA	AIRN Cord and SABA
AIRN Business Ethics Committee	DAE	SABA and GS
Monitoring	AIS, PA	AIRN Cord, M&EA
Policy and legal analyses	MOA, IFPRI	PEEA and SABA
Organizational capacity assessments	BSA BCPA BFA, Gender NGOs	SCBA
Training design	BSA BCPA BFA	SCBA

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