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FINAL EVALUATION REPORT

Final Performance Evaluation for USAID's Feed the Future Bangladesh Rice and Diversified Crops (RDC) Activity

February 9, 2022

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Prepared by
ME&A, Inc.
4350 East-West Highway, Suite 210
Bethesda, MD 20814 USA

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ACRONYMS

Acronym	Description
AAER	Adopt-Adapt-Expand-Respond
ABF	Asset-Based Financing
ACDI-VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
ACIAR	Australian Centre for International Agricultural Research
ADF	Agricultural Development Fund
AESA	(USAID) Agricultural Extension Support Activity
AESC	Agricultural Extension Service Center
AIRN	Agricultural Input Retailers' Network
APS	Annual Performance Survey
AVC	(USAID) Agricultural Value Chain (Activity)
BANA	(USAID) Bangladesh Aquaculture and Nutrition Activity
BARI	Bangladesh Agricultural Research Institute
BINA	Bangladesh Institute of Nuclear Agriculture
BMEL	Bangladesh Monitoring, Evaluation, and Learning Activity
BNA	(USAID) Bangladesh Nutrition Activity
BUP	Bangladesh University of Professionals
CLA	Collaborating, Learning, and Adapting
COP	Chief of Party
COVID-19	Coronavirus Disease 2019
CPP	Crop Protection Product
CSIS	Center for Strategic and International Studies
CSISA-MEA	(USAID) Cereal Systems Initiative for South Asia – Mechanization Enhancement (Activity)
CSISA-MI	(USAID) Cereal Systems Initiative for South Asia Mechanization and Irrigation (Activity)
DAE	Department of Agricultural Extension
DHIS	District Health Information System
DO	Development Objective
EG	Economic Growth
EQ	Evaluation Question
ET	Evaluation Team
FAO	(United Nations) Food and Agriculture Organization
FAS	Fixed-Amount Subaward
FGD	Focus Group Discussion
FPE	Final Performance Evaluation
FTF	Feed the Future Program
FY	Fiscal Year
GAP	Gender Accelerator Program
GOB	Government of Bangladesh

Acronym	Description
HYV	High-Yielding Variety
IADNI	Integrated Agricultural Development for Nutrition Improvement
ICT	Information and Communications Technology
iDE	International Development Enterprises
IP	Implementing Partner
IR	Intermediate Result
IRRI	International Rice Research Institute
KI	Key Informant
KII	Key Informant Interview
LEAP	Learning Evaluation and Analysis Platform
LSP	Local Service Provider
M&E	Monitoring and Evaluation
MAA	Market Actor Agreements
MAF	Market Accelerator Fund
MAIL	Ministry of Agricultural, Irrigation, and Land
MAP	(RDC) Market Acceleration Program
MEL	Monitoring, Evaluation, and Learning
MSD	Market System Development
NDA	Non-Disclosure Agreement
NGO	Non-Governmental Organizations
POS	Point of Sale
PPP	Public-Private Partnership
PRSSP	Policy Research and Strategy Support Program
Q	Quarter
R&D	Research and Development
RDC	Rice and Diversified Crops (Activity)
RRF	Rural Reconstruction Foundation
SAFETI	Safe Aqua Farming for Economic and Trade Improvement
SCO	Systemic Change Objective
SME	Subject Matter Expert
SNA	Social Network Analysis
SOW	Scope of Work
TL	Team Leader
TMSS	Thengamara Mohila Sabuj Sangha
TOC	Theory of Change
UOMCSL	Uzirpur Organic Multipurpose Cooperative Society Ltd.
U.S.	United States
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government

Acronym	Description
VCA	Value Chain Actor
WEAI	Women's Empowerment in Agriculture Index
WEE	Women's Economic Empowerment
ZOI	Zone of Influence

ABSTRACT

This final performance evaluation assesses the extent to which the Rice and Diversified Crops (RDC) Activity (the Activity), implemented by ACDI-VOCA, achieved its objectives to inform future programming in agricultural market system facilitation. It answers seven Evaluation Questions (EQs) exploring the extent to which RDC: achieved increased Farm Productivity; collaborated with the Cereal Systems Initiative for South Asia – Mechanization Enhancement Activity (CSISA-MEA) to strengthen access to machinery and tools; increased participation in profitable market systems; used the Market Accelerator Fund (MAF) to support RDC’s objectives and address market system constraints; identified the determinants of positive or negative nutritional behaviors; determined the best entry points for integrating nutrition-sensitive activities; and, integrated gender considerations and ensured equitable access for women. It also assesses RDC’s Monitoring, Evaluation, and Learning (MEL) approach for measuring market system change and explores the extent to which RDC achieved its three life-of-activity targets.

The evaluation combined qualitative and quantitative data collection methods—including a desk review, Key Informant Interviews (KIs), Focus Group Discussions (FGDs), and a producer survey. Due to Coronavirus Disease 2019 (COVID-19) concerns, the evaluation team (ET) conducted all KIs, FGDs, and surveys using remote interviewing technologies. The ET relied on findings from primary stakeholders (e.g., Lead Private Partners) in attributing RDC’s impacts.

The evaluation concludes that the Activity was well-designed by USAID following a Market Systems Development approach and FTF Guidelines. The Activity achieved all planned results as per its agreement with USAID, despite the COVID-19 pandemic lockdowns and restrictions in 2020–2021. Both productivity (yield ha⁻¹) and profitability (gross margin ha⁻¹) of rice (across the variety types: local, High-Yielding Variety [HYV], fine quality, and hybrid) and three of the five non-rice crops (mung bean, sesame, and sunflower) increased in the catchment areas during the Activity. The adoption of groundnut and maize did not increase. The Activity also successfully addressed the key productivity drivers: quality seed, crop protection, marketing, mechanization, and processing.

The extensive partnership of CSISA-MI and, in turn, CSISA-MEA with RDC, involved a significant sharing of activities with machinery manufacturers, dealer partners, and commercial lenders. As a result, the mechanized service provider business sector grew and proved profitable. That said, it is necessary to make the use of machinery (especially rice machinery) more cost effective by taking into consideration the cropping pattern, efficient management of the three paddy transplanting seasons, ways to increase machinery utilization time, increasing area coverage, and networking user farmers with proper vertical and horizontal integrations within the diverse rice varieties.

RDC-introduced market incentives were well aligned with the private-partner interventions and the overall market access for farmers increased during the life of the Activity. RDC successfully strengthened vertical cooperation among private-sector partners, and the horizontal links between research institutions and Government of Bangladesh/Department of Agricultural Extension (GOB/DAE) partners. RDC was also successful in catalyzing investment from market system actors, both public and private, to adapt and scale up investments in commercializing new technologies, adopting inclusive business models, and upgrading value chain strategies. The MAF gained momentum by 2020–2021.

RDC made some efforts to determine the best entry points for integrating nutrition-sensitive activities; however, the Activity did not identify the determinants of nutritional behaviors. Despite proactive efforts to empower women within the ZOI, little changed to improve women’s equitable access to the agricultural market system. Social norms (cultural/traditional) as well as family obligations continue to restrict women’s equitable access.

The Activity had a very robust MEL system to measure both the standard and custom market system FTF indicators, and it can be reasonably concluded that the Activity achieved its targets.

EXECUTIVE SUMMARY

INTRODUCTION

This Executive Summary summarizes the findings, conclusions, and recommendations from the final performance evaluation of the United States Agency for International Development (USAID) Rice and Diversified Crops (RDC) Activity implemented in the Feed the Future (FTF) Zone of Influence (ZOI) by Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA) over a five-year period from July 13, 2016, to December 12, 2021. The evaluation's purpose was to assess the extent to which RDC achieved its objectives to inform future programming in agricultural market system facilitation. The Evaluation Team (ET) answered the following seven Evaluation Questions (EQs):

1. To what extent has the RDC Activity been successful in achieving its Intermediate Result 1 (IR 1): “Increased Farm Productivity”?
2. How successful has the RDC Activity been in collaborating with the Cereal Systems Initiative for South Asia – Mechanization Enhancement Activity (CSISA-MEA) to strengthen access to machinery and tools through expanded commercial outreach of machinery manufacturers, dealers, and local service providers?
3. To what extent has the RDC Activity been successful in achieving its IR 2: “Increased Participation in Profitable Market Systems”?
4. How successful has the RDC Activity been in using the Market Accelerator Fund to support the activity's objectives and address targeted market system constraints?
5. How successful has the RDC Activity been in identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities?
6. How successful has the RDC Activity been in effectively integrating gender considerations and ensuring equitable access for women, increasing female engagement and empowerment, and promoting women entrepreneurs?
7. How effective has the RDC Activity's Monitoring, Evaluation, and Learning (MEL) approach and tools been in measuring market system change?

The RDC Activity has focused on the FTF objective “Improve Food Security through Systemic Changes that Increase Rural Incomes,” and two IRs: “Increased Farm Productivity” and “Increased Participation in Profitable Market Systems.” The RDC Activity focused on three life-of-activity targets:¹

1. Five hundred thousand (500,000) people with access to new and improved products, services, and/or market channels.
2. A 50 percent expansion of commercial outreach in the FTF ZOI of production- and post-harvest-related inputs and services.
3. A 50 percent expansion of commercial procurement by collaborating companies.

METHODOLOGY

The evaluation combined qualitative and quantitative data collection methods—including a desk review, Key Informant Interviews (KIs), Focus Group Discussions (FGDs), and a producer survey. Due to Coronavirus Disease 2019 (COVID-19) concerns, the ET (one team member based in the United States

¹ RDC Project Document, July 2016.

and two based in Dhaka and Gazipur) conducted all KIIs, FGDs, and surveys using remote interviewing technologies. Given that the secondary (e.g., Value Chain Actors [VCAs]) and tertiary (e.g., producers) stakeholders refused to associate their business and production activities with RDC, the ET fully relied on the findings from primary stakeholders (e.g., Lead Private Partners) in attributing the impacts of the RDC Activity.

FINDINGS AND CONCLUSIONS

The ET clustered the EQs into four thematic areas for presentation of the findings.

Findings: Increased Agricultural Productivity (EQ 1 and EQ 2)

EQ 1: The RDC has supported 43 national and regional firms to provide access to new technologies and improved management practices for smallholder producers in improved rice, maize, pulses (mung bean) and oilseeds (sunflower, groundnuts, and sesame) through improved availability of seeds (and seed treatments), seedlings, fertilizer (including inoculants), Crop Protection Products (CPPs), crop procurement, mechanization, Information and Communications Technology (ICT), and access to finance. The RDC has reported an increase across the crop yields and margins against the baselines and a good rate of crop diversification that is supported by producer survey and KIIs.

EQ 2: In the FTF ZOI, CSISA-MEA focused on the training and capacity development of Local Service Providers (LSPs), mechanics, operators, and drivers; whereas RDC focused on awareness and market development for machinery. The RDC coordinated with the various financial institutions linking to CSISA-MEA to explore opportunities for providing financing to the light engineering sector dealing with farm machinery. Local actors reported increased use of mechanization and mechanization having a good impact on their household incomes.

Conclusions: Productivity

The RDC contributed to the increased productivity and diversification of the targeted crops in the FTF zone. The key drivers were improved seed, crop protection, processing, marketing, and mechanization. The attribution is discussed in EQ 7. The RDC and CSISA-MEA Activities have demonstrated a good level of cooperation and complementarity.

Findings: Increased Participant Involvement in Profitable Markets (EQ 3 and EQ 4)

EQ 3: The RDC Market Accelerator Fund (MAF)/Fixed-Amount Subaward (FAS) Fund with private partners provided training, marketing, and promotional incentives to the local VCAs and addressed the key market constraints—including better access to information, integrated services, better quality inputs, finance and, to some extent, procurement. Sixty-nine (69) percent of partners reported that the incentives were well aligned with the objectives of the partner activities.

EQ 4: The MAF model supported 80 interventions, 12 with high potential to scale up. The public and private investment demonstrated an impressive 3.7-to-1 United States Government (USG) dollar contribution. Market Accelerator Fund partners reported that the Public-Private Partnership (PPP) with RDC achieved nearly 100 percent of their initial objectives.

Conclusions: Market Participation

The match funding model of partnership with the private sector demonstrated a good potential to provide innovative incentives up and down the value chains and to address specific market constraints for big and small market players. It required innovative project management, mutual learning, capacity building, and a new Monitoring and Evaluation (M&E) approach of measuring scale and systemic results.

Findings: Nutrition (EQ 5)

To support improved nutrition, RDC pursued activities that impacted the three primary FTF nutrition-sensitive agriculture pathways: income, production, and women's empowerment. Along the production-

for-consumption pathway, RDC has increased availability of rice and diversified crops through improved farm management practices and inputs. To increase incomes, RDC diversified crop options by promoting profitable rotational cropping patterns and greater market access. The RDC also implemented several standalone nutrition-related activities—some of which (e.g., NutriChamps) had wide publicity in Bangladesh and are a good example of donor cooperation.

Conclusions: Nutrition

The RDC has fulfilled its agreement for nutrition and demonstrated improvements in nutrition and dietary patterns among its stakeholders.

Findings: Gender and Youth (EQ 6)

The RDC operated under the concepts of Women’s Economic Empowerment (WEE) Systemic Change Objective 2 (SCO 2): “Increased adoption of gender- and nutrition-sensitive business models.” Every FAS private-partner activity proposal was reviewed with a gender lens. Value Chain Actors and LSPs report having 70 percent of women and youth as clients and higher numbers of women and youth clients as compared to five years ago. The RDC implemented several specific gender-related activities in cooperation with the private partners. However, the women and youth involvement in all RDC-supported sectors remains low (4 percent and 7 percent, respectively).

Conclusions: Gender and Youth

The stakeholder reporting on women and youth involvement in the sector indicates a general positive trend. Despite the proactive efforts to empower women within the ZOI, the change has been slow over the past five years. The majority of VCA interviews conclude that social, cultural, traditional, and family obligations still prevent women from fully entering employment.

Findings: Monitoring, Evaluation, Learning and Measuring Systemic Change (EQ 7)

Over the course of its implementation, RDC swiftly transitioned from direct to computed participant results monitoring using the “catchment area” approach, suggested as one of the options of measuring results in the 2018 FTF Indicator Handbook and the “Participant-Based Survey Sampling Guide for Feed the Future Annual Monitoring Indicators.”² Upon implementing the “catchment area” approach, the RDC Activity measured a five-fold increase in outreach between October 2020 and June 2021, and the ET noted that at least 80 percent of this attribution has been supported through the reported results of the FASs.

While RDC has developed nine Systemic Change Objectives (SCOs), the Activity had not fully developed the methodology nor measured the market systemic change during the FPE. The RDC subcontracted Outcome Harvesting as an initial attempt to describe the scalable models achieved during the life of the Activity and to measure systemic change in the market systems. The report was published in January 2022. The scalable models tested by RDC include developing an agent banking model; improved access to finance; innovative marketing tools; inclusive distribution channels; better access to affordable new agricultural products, tools, machinery, and improved crops; women entrepreneurship; and better-nutrition promotion events.

² [Agrilinks](#).

Conclusion (Overall and EQ 7)

The Activity was perfectly designed by USAID following a Market Systems Development approach and FTF Guidelines. The RDC has achieved all the planned results as per its agreement with USAID, despite COVID-19 pandemic lockdowns and restrictions in 2020–2021.

LESSONS LEARNED

Some of the lessons learned from RDC implementation and this evaluation include the following:

- **Market System Development (MSD).** The MSD approach has demonstrated the benefits of working with national, regional, and local market players, particularly during the COVID-19 pandemic, when RDC partners demonstrated a high level of resilience and resourcefulness, which allowed RDC to continue operations and even overachieve some of its targets in the final two years of operations. Also, RDC was instrumental in ensuring private partner competitiveness through co-creation, facilitation, and buying down risks of innovation. Future MSD projects in the agribusiness sector in Bangladesh will be able to build on RDC's successes and the trust built with market actors, without having to start from scratch.
- **Collaborating, Learning, and Adapting.** The Activity has gone through a valuable learning curve of engaging private partners and shifting the private sector's mindset toward a facilitative approach. RDC also proved that there is an appetite for market actors working in the agricultural sector to co-invest and try new models, which is encouraging for future MSD Activities in Bangladesh. The USAID Mission's involvement, experimentation, flexibility, and co-creation with the implementing partner is also a new and valuable Collaborating, Learning, and Adapting (CLA) experience in this Activity.
- **MSD Cooperation Modalities.** RDC had a mixed experience with the FAS modality and FAS reporting. What was a useful experience, as reported by some smaller partners, proved to be less meaningful and/or an extra bureaucratic burden for other larger partners.
- **Gender and Youth.** With low levels of women's participation in agricultural employment and business, the Activity developed positive lessons in women-to-women entrepreneurship, female bank agent/micro-merchants, marketing, and processing models that are definitely worth further development (see Recommendations). The Activity could have benefited from having a greater focus on youth—who also have a much higher adoption rate of new technology/ICT innovation compared to older stakeholders.
- **FTF Zone of Influence Promotion.** One of the advantages of the MSD facilitation approach was the partnership with national versus local businesses. This allowed larger players with existing services and products to expand their operations within the FTF ZOI and become more inclusive in their approaches, to the benefit of local producers and VCAs.
- **Mechanization.** The Activity has demonstrated the benefits of mechanization in rice and other crop sectors. The support of mechanization service centers, training local service providers, introduction of asset-based financing, and franchise schemes have demonstrated promising results. If properly packaged for further use, these models have a good potential for scaling up. Utilization of rice transplanters, however, has been challenging from the cost/benefit perspective.
- **Crop Diversification.** Successful diversification was somewhat limited by market price fluctuations and adverse weather conditions. What proved to be good for food and income resilience has not proven to be as good for longer-term business practices. Crops prone to suffer from adverse weather conditions are particularly challenging to advance and promote via donor development projects with only a five-year project life. However, the RDC's promotion of climate-resilient crops—e.g., short-stem maize, and better practices in crop protection, mechanization, and procurement—provided valuable lessons on how to partially mitigate the challenges of diversification.

- **Nutrition-intensive Crops.** Despite the known health benefits of zinc rice, available varieties must produce acceptable yields and profit for producers as well as meet consumer preferences and viable retail price points.
- **Bio-solutions.** Environment-friendly and production-efficient models in agricultural bio-solutions, e.g., Trichoderma seed inoculants, bio-pesticides, etc., developed by the RDC, faced limitations related to supply, regulatory restrictions, and an immature demand side. However, lessons learned from successful partnerships suggests that there is good potential for the increasing adoption of bio-solutions and the bio-solutions market.
- **Access to Finance/Banking.** The success of the integration, reorientation, and expansion to formal banking of the existing micro-merchant networks in (remote) rural areas has proven to be one of the most valuable lessons learned. In addition, RDC found that there is potential for a high level of women engagement. RDC's learning with respect to reducing partner banks' risk in expanding in rural areas is another success story worth replicating alongside the modern digital banking solutions (mobile banking, Point of Sale [POS], and input credit) (see Recommendations).
- **Information and Communication Technologies (ICT).** The COVID-19 pandemic pushed this Activity and its private partners to scale up and adapt various ICT solutions for remote work.
- **Integrated Services.** RDC guided private partners to learn the benefits of integrated delivery advisory, seed improvement, crop protection, farm management, financial, marketing, and procurement services—improving partners' outreach in the FTF zone and bottom line.
- **Scalable Models.** Strictly speaking, most of the innovations promoted by the RDC have been tested for years, even decades, by other USAID and non-USAID players in Bangladesh. However, the "facilitation" for the private partners approach was innovative. Unfortunately, due to apparent time constraints, the RDC was unable to "package" successful models to assist in future replication. The RDC's "Outcome Harvesting Report" issued after the Activity ended was the first attempt to inventory, summarize, and describe the "scalable models." However, a better packaging of the know-how could be achieved to assist future projects.
- **Systemic Change.** There are numerous MEL guidelines and reports intending to structure the SCOs. However, a lack of clear definitions of the expected systemic change, SCOs, and how to measure the SCOs from the start was a challenge to the Activity. This led to some confusion with operational and FTF indicators which, finally, were not fully defined or measured until the end of the Activity. As with the scalable results, the lesson learned is that activities should have sufficient time and adequate methodology to analyze and measure the systemic change that could also realistically result from more than one USAID Activity.

RECOMMENDATIONS

Drawing on the findings and conclusions presented above, the following are recommendations to inform future USAID programming in the areas of agricultural policy, research, and planning:

- **MSD Activities Implementation Phases.** Based on the ET's experience with MSD, it takes an average of 18 months for an Activity to develop an initial portfolio of partnerships with the private sector. The ET recommends an 18-month market research and partnership building period for future MSD activities, with at least 36 months of implementation and a 12-month scalable model analysis/packaging, replication, and dissemination phase.
- **Scalable Models.** The MSD activities are recommended to develop "know-how" packages (e.g., manuals, guides, sample investment plans, etc.) for the successful scalable models and lessons learned cases for models that did not work.

- **Monitoring, Learning, and Evaluation (MEL).** Activities' MEL systems should be available for analysis for external monitors, and evaluators authorized by USAID. If USAID contractors use proprietary data management systems, evaluators should still be able to examine what and how the relevant data is fed into the system, how and by whom it is processed, and receive real-time MEL reports by indicator, outputs, and outcomes.
- **MSD Cooperation Modalities.** It is worth considering customized cooperation agreements to fit different types of private partners' needs. There may be a potential for large international/national partners to fully fund the USAID-provided technical assistance/expertise, while some of the smaller partners with promising models could be initially fully financed by USAID with a funding phase-out provision.
- **Policy Advocacy.** Due to regulatory bottlenecks affecting seed and commodity trading in Bangladesh, it is recommended that policy advocacy be incorporated in future MSD activities. A collective strategy and plan with private partners and agribusiness associations, as well as direct work with the GOB agencies, should be considered. Scaling of new technologies at the local level and their sustainability largely depends on the endorsement of public agencies—especially the Department of Agricultural Extension (DAE) in the crop sector.
- **Bio-solutions.** Further support to promoting bio-solutions in agriculture is recommended as part of environmental protection, promotion of “green” consumer preferences, enhanced productivity, and producer incomes. Collaboration with national and international research institutions and laboratories with best practices in bio-solutions development, testing, regulations, and promotion is highly recommended.
- **Zinc Rice.** Increased consumption of zinc biofortified rice has been an important USAID goal. The realistic challenge has been the development of varieties that result in high yields for farmers as well as meeting consumer preferences for attributes and price. The new Bangladesh Rice Research Institute (BRRI) dhan 100 apparently meets all these requirements. As availability of this new variety becomes more plentiful, future USAID-funded projects involving rice should focus on this new variety or similar ones.
- **Banking and Access to Finance.** The Bank Asia, BRAC, and City Bank agent models supported by the Activity are recommended for further assessment and dissemination. Further support for developing asset-based financing products, particularly for agri machinery acquisition, will be needed in FTF.
- **Gender and Youth.** The culturally and socioeconomically adapted women engagement models developed by the Activity should be widely replicated in FTF and nationwide. Further gender-role promotion is necessary with private and government partners. Digital/ICT literacy programs for women and youth should be incorporated into any Activity to reduce the digital divide, along with developing accessible internet access devices and resources for women. Youth training programs for focusing on mechanization will encourage youth to remain engaged in agricultural occupations.
- **Mechanization.** In future activities dealing with agricultural mechanization, it is recommended that manuals and business plan examples be developed for farmers, dealers, and businesses to demonstrate the benefits of mechanization for a range of crops. Step-by-step “how to franchise” manuals can be developed for public use. Future USAID MSD investments should target resolving cost/benefit challenges of critical equipment such as rice transplanters.
- **Getting partners take new products.** Further MSD activities reducing risks of brand-new innovations and phasing out of scaled support are recommended in future activities. A stronger focus on partnering with firms that have established processing facilities and market share at the consumer level could be more effective in encouraging producers to grow profitable and nutrient-rich foods

intended for processing. The result of these relationships will ensure long-term financial benefits for producers and opportunities for processing firms to expand their market position.

- **Crop Diversification.** Future agriculture-related activities may consider introducing greater flexibility for types of crops. For example, having one project dedicated to horticulture while another is dedicated to ground crops often results in lost opportunities and/or conflicts between implementers. Often, the private sector firms targeted as potential partners in Bangladesh have product lines that involve several sub-sectors of agricultural production. Therefore, implementers working within a “silo” miss opportunities of potential benefit to producers. With a more flexible approach, the farmer household incomes may become a more important achievement measure than aggregate yields and outputs per crop.
- **Information and Communication Technologies (ICT).** The future competitiveness of the agricultural sector will, to a great extent, depend on ICT adoption rates and further inclusive innovations. It is recommended to support affordable hardware, software, and connectivity solutions for the rural population. However, the marginal and remote farmers, women, and youth are at risk of digital divide. Cooperation with the Government of Bangladesh (GOB) and Non-Governmental Organizations (NGOs) is necessary to focus on digital access for vulnerable groups.
- **Integrated Services.** It is recommended to scale up the integrated services tested by the Activity, with an increased focus on gender and youth.
- **Privacy Concerns.** The privacy and digital security of all USAID Activities’ stakeholders should be seriously addressed and protected from each Activity’s onset. At the same time, USAID contractual mechanisms should clearly and explicitly state that USAID auditors and evaluators must have access to some of the private information of the stakeholders by default, with an option of certain exclusions. This should be extended to MSD partner agreements.
- **Access to Information for Evaluators/MEL accessibility.** It is recommended that USAID include a requirement for all activities to maintain audit- and evaluation-accessible MEL systems—with the capacity to produce real-time MEL reports by any USAID-approved Activity/FTF indicator, gender, and other relevant data, even if the contractor partner also uses the data in their proprietary data systems.
- **Systemic changes.** It is recommended to define the systemic changes that USAID/FTF want to achieve in Bangladesh/FTF ZOI and the indicators to measure the systemic changes—and conduct an ex-post and/or midterm Outcome Harvesting/Systemic Changes evaluation for a cluster of activities—including RDC, Livestock, Nutrition, Horticulture, and Aquaculture, without so much focus on the attribution of each Activity rather on identifying, quantifying, and packaging for replication the successful scalable models and progress on the systemic changes.

I. INTRODUCTION

This report presents the findings, conclusions, and recommendations of the Final Performance Evaluation (FPE) of the Rice and Diversified Crops (RDC) Activity funded by the United States Agency for International Development (USAID) in Bangladesh and implemented by ACDI/VOCA. A three-person Evaluation Team (ET) managed by the USAID/Bangladesh Monitoring, Evaluation, and Learning (BMEL) Activity conducted the evaluation.

I.1 BACKGROUND

The RDC Activity has been implemented by Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA) over a five-year period starting on July 13, 2016, with an initially planned termination date of July 12, 2021. On April 16, 2021, the Activity was granted a five-month, no-cost extension until December 12, 2021.³ The RDC Activity has been implemented in three Divisions, 21 Districts, and 104 Upazilas,⁴ located in the FTF Zone of Influence (ZOI) in the Khulna, Barisal, and Dhaka Divisions. The Activity had an allocated budget of \$24.48 million, of which 41 percent is estimated to have been spent on operations, 34 percent on programmatic activities, and 25 percent on indirect costs by the Activity's end.⁵

I.2 RDC OBJECTIVES AND THEORY OF CHANGE (TOC)

The RDC Activity has focused on one objective: "Improve Food Security through Systemic Changes that Increase Rural Incomes," and two Intermediate Results (IRs): "Increased Farm Productivity" and "Increased Participation in Profitable Market Systems." RDC had three life-of-Activity targets:⁶

- Five hundred thousand (500,000) people with access to new and improved products, services, and/or market channels.
- A 50 percent expansion of commercial outreach in the FTF ZOI of production- and post-harvest-related inputs and services; and
- A 50 percent expansion of commercial procurement by collaborating companies.

By design, RDC was not expected to directly support agricultural producers or local Value Chain Actors (VCAs). The Activity was expected to reach the above targets through facilitative technical assistance to selected lead private-sector partners that would create scalable market system impacts and, ultimately, benefit rural households with the added value of expanding opportunities for women and youth (see Annex 6 for the TOC schematic). To this effect, a \$1.5 million Market Accelerator Fund (MAF) was established to support strategic Public-Private Partnerships (PPPs) with national and regional agribusinesses and business development service and facilitation providers. The MAF had a minimum leverage requirement of 1:1.⁷

³ Award AID-388-A-16-00002, Modification of Assistance Number 9, April 16, 2021.

⁴ Annual Report Fiscal Year [FY] 2020.

⁵ *Ibid.*

⁶ RDC Project Document, July 2016.

⁷ The ET refers to the fund partners as "FAS Partners." In the project documents, the fund activities have been intermittently referred to as the MAF, Market Accelerator Program (MAP), and Fixed-Amount Subawards (FAS). The USAID financial contributions to the PPPs were implemented in the form of FAS. Hence, from the USAID procurement perspective, the PPP partners were referred to as FAS. From the PPP implementation perspective, the private partners were referred to as "Lead Partners" or MAF or MAP partners.

1.3 ADAPTIVE IMPLEMENTATION APPROACH

The RDC has been implemented in a unique way, allowing the interventions to be adaptive. As stated in the RDC Activity document:

“...[T]his is a departure from more traditional activity management, in which interventions are managed flexibly in response to changing conditions. Adaptive management anticipates programmatic changes, collecting necessary data to determine when those changes have taken place so one of several predetermined alternatives can be adopted. To this end, the program description will provide the overall approach to implementation and the framework for how it will be managed, whereas the work plan will serve as the primary tool for operationalizing an adaptive management approach. To this end, ACDI/VOCA and USAID/Bangladesh will develop the work plan on a rolling basis. This will not be a traditional annual work plan; rather each work plan will be jointly developed and evaluated on an ongoing and predetermined basis.”

The adaptive management approach involved a high degree of communication and coordination between ACDI/VOCA and the USAID/Bangladesh Activity management staff on a frequent and ongoing basis.

1.4 EVALUATION PURPOSE, AUDIENCE AND SCOPE

The RDC’s evaluation purpose is to assess the extent to which RDC achieved its objectives. The primary audience is the Economic Growth (EG) Office of USAID/Bangladesh. USAID may distribute the report to other relevant stakeholders, such as implementing partners under the Feed the Future (FTF) Program, relevant departments of the Government of Bangladesh (GOB)—specifically, the Department of Agricultural Extension (DAE), research institutes, and private sector and other donors.

1.5 EVALUATION QUESTIONS (EQS)

This evaluation’s Scope of Work (Annex I) requested the ET to provide answers to seven Evaluation Questions (EQs) grouped into four thematic areas (see Table I).

Table I: Evaluation Questions by Thematic Area

1. IR 1: Increased Farm Productivity
EQ 1: To what extent has RDC been successful in achieving its IR 1: “Increased Farm Productivity”?
EQ 2: How successful has RDC been in collaborating with the Cereal Systems Initiative for South Asia – Mechanization Activity (CSISA-MEA) to strengthen access to machinery and tools through expanded commercial outreach of machinery manufacturers, dealers, and local service providers (LSPs)?
2. IR 2: Profitable Market Systems
EQ 3: To what extent has RDC been successful in achieving its IR 2: “Increased Participation in Profitable Market Systems” and strengthening of the relevant market systems, namely:
3a. Ensuring that the incentives for each market system actor are aligned with the desired intervention and expected market system change.
3b. Facilitating increased levels of cooperation (both horizontal and vertical).
3c. Catalyzing investment from market system actors, both public and private, to adapt and scale up investments in commercializing new technologies, inclusive business models, or value chain upgrading strategies.
EQ 4: Market Accelerator Fund. How successful has RDC been in using the MAF to support the Activity’s objectives and address targeted market system constraints?

3. Cross-Cutting Issues
EQ 5: Nutrition. How successful has RDC been in identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities?
EQ 6: Gender. How successful has RDC been in effectively integrating gender considerations and ensuring equitable access for women, increased female engagement, women's empowerment, and promotion of women entrepreneurs?
4. Monitoring, Evaluation and Learning (MEL)
EQ 7: MEL/Collaborating, Learning, and Adapting (CLA). How effective have RDC's MEL approach and tools been in measuring market system change?
EQ 7.1: MEL and Attribution. In Fiscal Year (FY) 2020 reporting, RDC reported 248,913 farmers applying improved technologies and management practices. To what extent can these data be reasonably attributed to RDC interventions? What are the tradeoffs between using survey data through a "market shed" or "catchment area" approach compared to assisting private sector firms to maintain comprehensive customer or supplier lists? If the private sector firms do not or cannot produce comprehensive customer or supplier lists, what impact would this have on USAID's ability to assess the number of beneficiaries attributed to the Activity?
EQ 7.2: Lessons Learned/Scalable Models. What are some of the lessons learned and, based on lessons learned, what are some scalable interventions/technologies?

2. METHODOLOGY

2.1 APPROACH AND METHODS

The evaluation combined qualitative and quantitative data collection methods, including desk review, Key Informant Interviews (KIs), Focus Group Discussions (FGDs), and a producer survey. Due to Coronavirus Disease 2019 (COVID-19) concerns, the ET (team leader based in the United States and two national consultants based in Dhaka and Gazipur) conducted all KIs and administered the survey questionnaire using remote interviewing technologies (i.e., telephone, Skype, Zoom, Google Meet, and Microsoft Teams).

Document Review: The ET reviewed documents pertaining to the RDC, FTF activities, GOB reports, policy briefs, technical reports, and GOB policy frameworks. (See bibliography in Annex 5.)

KIs: Key informant interviews were semi-structured interviews utilizing a discussion guide while also following an open-ended format to allow exploration of topics as they emerged. (See Annex 3 for the KI guide.)

FGDs: Initially planned as in-person group discussions with VCAs, the FGDs had to be conducted individually by phone due to the COVID-19 lockdown and limited internet in rural areas.

Producer Survey: The ET administered the survey questionnaire by telephone to assess stakeholders' perceptions of the program, including its implementation and results. (See Annex 4 for the survey questionnaire and Annex 6 for a breakdown of survey respondents by stakeholder group.)

Sampling

KIs: As per the initial plan, the ET interviewed all 39 active RDC primary stakeholders (Lead Private Partners/Fixed-Amount Subaward [FAS]). In addition, the ET also interviewed 11 RDC staff and 27 USAID, GOB, and Research and Development (R&D) partners. (See Annex 3 for a list of KI participants.) The KI Guide and Summary of the responses are presented in Annex 4.

FGDs: Due to the remote nature of this evaluation, the ET decided to randomly select FGD participants and conduct KIs with them instead. As a result, the ET conducted telephone interviews with 100 VCAs.

They drew KII samples from 10 districts (Barguna, Barisal, Faridpur, Gopalganj, Jashore, Khulna, Magura, Meherpur, Rajbari and Satkhira⁸). The ET conducted KIIs with a range of stakeholders including private partners, aggregators, input dealers, trades, retailers, producers, buyers, extension agents, financial service providers, ICT providers, and local service providers (mechanization). The team selected a sample of the districts (Table 2) based on the numbers and stakeholder types available in the spreadsheet that USAID shared with the ET.⁹

Producer Survey: The survey included 125 producers. The geographical distribution of the sample was identical to the sample discussed above under FGDs (Table 2). While the ET tried to include samples that covered all six RDC-focused crops (rice, sesame, maize, mung bean, sunflower, and groundnut), the ET found that not all six crops were cultivated in all districts (Table 3). Further, there was a discrepancy between the numbers of male and female respondents, given that the spreadsheet only included a limited number of female producers. Therefore, the ET included all female producers that were included in the spreadsheet. Once sampled, the questionnaire was telephonically administered with all producers.

Table 2: Geographical Distribution of KIIs, FGDs, and Surveys

Division	District	KIIs	KIIs/FGDs	Survey
Dhaka	Dhaka City	50	0	0
	Faridpur	1	23	10
	Gazipur	1	0	0
	Rajbari	0	3	12
	Gopalganj	0	10	11
Barishal	Barisal	6	5	12
	Pirojpur	0	0	13
	Barguna	1	19	11
	Chuadanga	2	0	0
Khulna	Khulna	5	4	11
	Magura	1	4	12
	Jashore	3	25	9
	Satkhira	0	4	12
	Narail	2	0	0
	Meherpur	1	3	12
Rajshahi	Bogura	1	0	0
Sylhet	Sylhet	1	0	0
Mymensingh	Mymensingh	2	0	0
6 Divisions	17 districts + Dhaka City	77	100	125

⁸ Dhaka district was excluded since the RDC did not implement VCA-related activities in that district.

⁹ There were 8,111 entries included in the spreadsheet, but when names and contacts were later disclosed, it became clear that there were duplications, e.g., the same producer growing two or more crops.

Table 3: Data Collection by Instrument and Stakeholder Type

Crop	Survey	Partner	KIIs	VCA Type	KII-FGD
Rice	39	FAS/MAP	39	Input Dealer	42
Sesame	28	R&D	12	Retailer	30
Maize	20	USAID	6	Aggregator	16
Mung bean	17	RDC	11	Trader	12
Sunflower	14	GOB	9	Total	100
Groundnut	7	Total	77		
Total	125				

2.2 DATA ANALYSIS

Qualitative data analysis involved coding the data using Microsoft Excel software to identify themes in the interview notes and program documents and assess their relative importance in answering the EQs. Quantitative data analysis consisted of calculating basic descriptive statistics and frequencies of the survey results.

Attribution Analysis

Using the Market Systems Development approach, RDC only worked directly with lead firms. Lower tier businesses did not directly associate with RDC. However, having a direct association with RDC was not the only way ET assessed attribution. The ET also used available reports and interviews to analyze the flow of product from lead firms to secondary and tertiary firms and how their work with lead firms influenced their business models.

Assessing attribution did not simply involve asking an interviewee if they are associated with the Activity. The ET developed comprehensive evaluation tools that addressed attribution in multiple direct and indirect ways, including questions related to other donor and government support (Annexes 3-6). The ET also conducted a thorough review of the FTF Handbook and looked at its methodological evolution during the life of the Activity to assess RDC attribution to reported Activity results.

2.3 METHODOLOGICAL LIMITATIONS

Challenges in data collection: Due unavoidable circumstances, the beneficiary list and beneficiary contact clearance procedure took longer than planned; consequently, the ET experienced delays and methodological challenges to conduct the surveys and assess the results of the project.

Challenges assessing attribution and contribution: Market system change is a non-linear process with multiple contributors. The incremental contribution of any factor to market change outcomes is typically unknown and can only be estimated based on available evidence. The ET used attribution analysis where the RDC directly intervened (mainly FAS partners), conducted contribution analysis (Section 2.3) to assess RDC's indirect impacts using the available evidence, and reached informed conclusions about the program's *likely* contribution to observed market change outcomes.

COVID-19: The COVID-19 pandemic created travel and mobility restrictions. After several delays, the team Leader (TL) travelled to Bangladesh. However, a few days into his quarantine, the GOB announced a new national lockdown on May 28, 2021. Hence, the ET conducted all KIIs remotely using Zoom, Skype, and phone. The ET administered the VCA and producer questionnaires telephonically. Remote interviews limited the personal interaction with the participants, however, making it difficult to observe non-verbal cues or body language. Also, limited internet bandwidth made communication more difficult at times. As a result, the TL was unable to participate in the desired number of interviews.

Notwithstanding, remote interviews had the advantage of being more cost efficient than in-person interviews and, in the case of KIIs, generally made it easier to find mutually convenient interview times. However, the ET faced significant difficulties reaching out to the secondary (VCA) and tertiary (producer)

stakeholders with little or no knowledge of the program.

Non-Random Responses to the Producer Survey and FGDs: The Producer Survey respondents and FGD interviewees were not randomly drawn from a full dataset of the target population and, thus, were not necessarily representative of this population. The ET sought to mitigate this sampling bias by triangulating the responses from different stakeholder groups such as aggregators, input dealers, traders, and retailers (within KIIs and FGDs) with the documentation and reporting available.

Length of interview: The KIIs and the administration of the survey both lasted for about 90 minutes. It was extremely difficult to convince the KIs to spend time to provide responses to the ET's questions. Towards the end of the interview, a few Key Informants (KIs) lost interest and asked the ET to end the interview process.

3. FINDINGS & CONCLUSIONS

The Findings and Conclusions of this evaluation incorporate the results of the desk review in April–May 2021; data collection phase in June–August 2021; the RDC performance reported in FY 2016–FY 2020, the Annual Performance Surveys 2018–2020,¹⁰ and the most recently estimated results reported by RDC in FY 2021.

3.1 PRODUCTIVITY

The RDC has continued the USAID FTF tradition of supporting the important rice sector in Bangladesh. Since 2010, USAID has funded several interventions that have directly supported millions of smallholder farmers with the purpose of improving access to quality seed, fertilizer, machinery, and other inputs to increase yields and margins. Some of the previous FTF activities have tested market systems and scaling-up models in partnership with private market players—notably, the recent Agricultural Value Chain (AVC) Activity. The collective impact of the FTF activities resulted in an estimated reduction of hunger (68 percent) and poverty (36 percent) in the areas where FTF has worked from 2011–2018.¹¹ The Center for Strategic and International Studies (CSIS) found that, “In 2014 alone, nearly two million producers used new technologies or management practices and \$9.4 million in new private sector investments were leveraged thanks to Feed the Future’s support.”¹² Implementing Partners (IPs) have reported an increase in rice and cash crop yields, margins, and improved farming and management practices.

Despite the success in the ZOI, USAID introduced emerging and strategic business models to the RDC Activity at the small farmers and VCA levels to accelerate the ongoing development. The big difference between the RDC and most of the previous activities is that RDC has directed its support through the bigger market actors alongside the small, regional firms.

The RDC Activity has supported 42 national and regional firms (listed in Annex 5-B) to provide access to new technologies and improved management practices for smallholder producers in improved rice, maize, pulses (mung bean) and oilseeds (sunflower, groundnuts, and sesame) through improved availability of seeds (and seed treatments), seedlings, fertilizer (including inoculants), Crop Protection Products (CPPs), crop procurement, mechanization, ICT, and access to finance. (The findings of the RDC partner operations are discussed in the EQ 3 and EQ 4 sections.)

¹⁰ At the time of this draft evaluation report, RDC is conducting an Annual Performance Survey (APS 2021) to verify the estimated outcomes for FY 2021, preparing a FY 2021 Annual Report, and commissioning a study on the Systemic Change, all of which may have had an impact on the final findings and conclusions of the RDC evaluation if those documents could have been made available to the ET.

¹¹ www.feedthefuture.gov/country/Bangladesh, based on Bangladesh Integrated Household Survey 2018–2019.

¹² Tracking Promises, Reid Hamel, CSIS Global Food Security Project, September 2016.

The RDC conducted a reasonable quality research before selecting the crops and types of support in 2017–2021. (The list of RDC technical reports and feasibility studies is presented in Annex 5.)

The market systems approach implemented by RDC changes the traditional concept of smallholder “support” to providing “access” or “outreach” to “participants”—to the extent that the end beneficiaries (farmers) are not aware of the Activity, and the Activity “*does not know the end beneficiaries*.”¹³ The “outreach” is measured annually through the Annual Performance Survey (APS). The APS covers all categories of RDC interventions and assess performance at both the producer and VCA (trader, distributions, retailers, service providers, processor/millers, etc.) levels as per the attribution guideline.

The APS generates data from a sample survey, which is used to extrapolate with a calculated access outreach number. (See details in Monitoring, Evaluation and Learning [MEL] plan V4, April 10, 2019.) According to APS 2020, 73 percent of producers were reached through input services,¹⁴ 6 percent from output markets,¹⁵ and 12 percent of producers received RDC-facilitated support services such as mechanization, finance, advisory services, and ICT (RDC Annual Report 2020).

3.1.1 Progress Against Selected Indicators

The RDC measured the productivity Intermediate Result (IR) using standard FTF indicators, including crop yields and gross margins.¹⁶ The RDC has reported increases across the crop yields and margins against the baselines (where available), except for drops due to cyclones and draughts (e.g., sesame 2020) as shown in Tables 4 and 5.

Table 4: Farmers’ Gross Margin per Hectare, \$/ha

Crop	Baseline 2017	FY 2018	FY 2019	FY 2020	Change (%) between baseline and FY 2020
Rice	624	699	499	790	27
Groundnut	–	–	–	1,201	–
Maize	647	782	909	1,268	96
Mung bean	475	419	236	391	-18
Sesame	218	172	693	62	-72
Sunflower	333	332	253	700	110

Source: RDC FY 2021 Q3 Progress Report.

Table 5: Farmers’ Yield of Targeted Agricultural Commodities, MT/ha

Crop	Baseline 2017	FY 2018	FY 2019	FY 2020	Change (%) between baseline and FY 2020
Rice	5.57	5.84	6.83	5.95	7
Groundnut	–	–	–	2.23	–
Maize	6.78	7.8	11.45	11.46	69
Mung bean	0.85	0.94	0.64	0.83	-2
Sesame	0.81	0.58	0.89	0.40	-51
Sunflower	1.34	1.33	1.17	2.09	56

Source: RDC FY 2021 Q3 Progress Report.

¹³ Based on interviews with the RDC management in April–September 2021.

¹⁴ Input services ensure the availability of seeds (and seed treatments), seedlings, and fertilizer (including inoculants).

¹⁵ Output markets included collection, procurement, and processing of crop produces.

¹⁶ The gross margin is the difference between the total value of production of the agricultural commodity (crop) and the cost of producing that commodity, divided by the total number of units in production (hectares of crops). Gross margin per hectare is a measure of net income from that farm (Ref: RDC Activity – Monitoring, Evaluation and Learning (MEL) plan V4, April 10, 2019).

The FPE reported an almost consistent increase in yields for all the RDC crops and rice varieties as shown in Table 6. There was some inconsistency between FPE and RDC figures on magnitude and change in yields of reported crops. In general, lower yields were estimated in FPE findings (Table 6) compared to RDC (Table 5), whereas the relative temporal change in yield for rice, sesame, and mung bean was lower in the RDC report. The discrepancies might have occurred due to differences in sampling locations in addition to the size of the samples. Nevertheless, FPE estimates progress in productivity across all six RDC crops in the range of 14 percent (sesame) to 38 percent (groundnut).

Table 6: Yields of Key Crops in the RDC Project Area – Current vs. Five Years Ago, MT/Ha

Crop (Species / Variety)	Yield – Five years ago	Yield – Current	Change (%)
Rice-Local	2.96	3.83	29
Rice-HYV (Bold)	4.14	5.18	25
Rice-Fine quality	2.65	3.15	19
Rice-Hybrid	4.95	5.45	10
Groundnut	1.69	2.33	38
Maize	4.88	6.19	27
Mung bean	0.57	0.67	17
Sesame	1.11	1.27	14
Sunflower	0.50	0.62	25

Source: FPE Producer Survey 2021, N=125.

3.1.2 Crop Diversification

Bangladesh's agriculture is overwhelmingly rice-dominated. While the country is maintaining self-sufficiency in rice, the demand for other crops, such as pulses and oilseeds, continues to exceed supply. The non-rice crops are not only a dietary issue, but also an environmental risk aversion issue for maintaining and enhancing soil fertility and groundwater availability as well as profitability (e.g., the high price of maize as increased demand for poultry feed, and of mung beans for a new export market) in the cropping and/or farming systems.

Hence, crop diversification has been an important aspect of RDC. The FPE demonstrated that VCAs attracted new clients by approximately 18 percent—especially for maize, mung bean, sesame, and sunflower crops during the last five years (Table 7). The producer survey also showed increased adoption of mung bean, sesame, and sunflower crops (Table 7).

Table 7: Changes in the Adoption of Crop Species During the Last Five Years in the RDC Project Area

Crop (Species/Variety)	Response of Interviewees (%)			
	Client of VCAs		Producers	
	Five Years Ago	Current	Five Years Ago	Five Years Ago
Rice-Hybrid	1	81	22	35
Rice-Inbred	31	72	83	72
Groundnut	0	1	6	6
Maize	0	18	16	16
Mung bean	0	17	7	14
Sesame	1	18	9	12
Sunflower	0	18	6	11

Source: RDC FPE Producer Survey and VCA FGDs 2021.

3.1.3 Drivers of Productivity

The RDC made a business case for integrated services that contributed to enhanced sales and

productivity—such as improved quality seeds, biofertilizer and micronutrients, mechanization, and financial inclusion and digitization. The producer survey reported five drivers that contributed to improvement in crop productivity, sales, and gross margin. They are improved seeds, improved marketing, better crop protection, better processing, and increasing adoption of farm mechanization. Utilization of those drivers has increased by 29 percent compared to five years ago. Notably, only 5 percent of surveyed producers used mechanization five years ago, which jumped to 30 percent. A strong collaboration between RDC and CSISA-MI has probably contributed to this attribution.

Table 8: Changes in the Utilization of the Five Drivers Toward Improvement in Crop Productivity, Sales, and Gross Margin During the Last Five Years in the RDC Project Area

Driver	Utilization by the Producers (% respondents)		Change Between Periods (%)
	Five years ago	Current	
Seed	21	50	29
Marketing	25	49	24
Crop protection	18	38	20
Processing	15	35	20
Mechanization	5	30	25

3.1.4 Conclusions

Increased Productivity in Rice-based Cropping Systems

Final Performance Evaluation data revealed both productivity (yield ha⁻¹) and profitability (gross margin ha⁻¹) of rice (across the variety types: local, High-Yielding Variety [HYV], fine quality, and hybrid) and five non-rice crops (groundnut, maize, mung bean, sesame, and sunflower) increased in the catchment areas during the RDC Activity.

Crop Diversification

Adoption (as percent of producers) of the non-rice crops mung bean, sunflower, and sesame, increased by 86, 75, and 36 percent, respectively, according to an FPE ET estimation. However, the adoption of groundnut and maize did not increase.

Productivity Drivers

The RDC has successfully addressed the key productivity drivers reported by the farmers' survey: quality seed, crop protection, marketing, mechanization, and processing.

3.2 MECHANIZATION AND COOPERATION WITH CSISA ACTIVITY (EQ 2)

The Cereal Systems Initiative for South Asia Mechanization and Irrigation Activity (CSISA-MI) Phase I launched in 2013 aimed to transform agriculture in southwest Bangladesh by unlocking potential productivity through irrigation, small-scale agricultural machinery, and the provision of agricultural services.¹⁷ Intending to build on the successes of the CSISA-MI, the FTF Bangladesh Cereal Systems Initiative in South Asia Mechanization Extension Activity (CSISA-MEA) began on October 1, 2019, with the aim of designing and implementing market-driven interventions in partnership with private sector firms. International Development Enterprises (iDE) was a partner in the implementation of CSISA-MI and a key partner of CSISA-MEA—conducting demonstrations and training for machinery service providers.

3.2.1 Awareness of USAID CSISA Mechanization Activities in the FTF ZOI

The premise of the CSISA-MI Activity was grounded in the theory that the introduction of modernized equipment would result in an increase in smallholders' productivity, diversification of crops, and growth in revenue over time. The final CSISA-MI report noted that ongoing activities were to focus on

¹⁷ USAID 2020. Final Report, USAID/Bangladesh CSISA-MI Phase I Activity Final Evaluation, December 21, 2020.

dissemination and enhancement of mechanization in the FTF ZOI; however, the ET found that KIs had limited awareness of the CSISA mechanization activities.¹⁸

3.2.2 CSISA Services and the Key Beneficiaries

In addition to the objectives noted above, CSISA-MI focused on responding to escalating rural labor costs and scarcity.¹⁹ To address this objective, CSISA-MI provided services for distribution, machinery/mechanization support, smallholder technical support, and crop intensification. It also established linkages between machinery service providers and farmers. Workshops on repair and maintenance provided technical information for farmers. The CSISA-MI also provided spare parts guidance, coordination with local seed companies to ensure availability, and direct machinery supplier linkage. Beneficiaries of CSISA-MI and CSISA-MEA included farm machinery operators,²⁰ mechanics, LSPs, drivers,²¹ and farmers.

3.2.3 Coordination Between CSISA-MEA and RDC Activities

Interviews with the Chief of Party (COP) of the RDC as well as the previous RDC COP (who also served as COP of CSISA-MEA) confirmed good coordination between the two projects about expanding mechanized farming. According to the progress reports for the two CSISA activities, while coordination between CSISA-MI with RDC was good, the synergy with CSISA-MEA was exceptional.

Key Informant Interviews with 40 respondents revealed that collaboration between RDC and the CSISA-MEA Activity strengthened access to machinery and tools for farmers. The extensive partnership between CSISA-MEA and RDC stimulated interventions with RDC's partners, including ACI Motors Ltd., The Metal Private Ltd., Robi Phone, and BRAC Bank.

The former COP of RDC and CSISA-MEA reported that CSISA-MEA focused on training and capacity development of LSPs, mechanics, operators, and drivers, whereas RDC focused on awareness and market development and sales of mechanized equipment. The RDC coordinated with financial institutions providing opportunities for financing to the light engineering firms producing farm machinery.

During a KII with the CSISA-MEA COP, who led both MI and MEA, he reported that CSISA-MEA promoted combine harvesters and rice transplanters within the FTF ZOI. ACI Motors Limited machinery and Metal Agro sold combine harvesters and rice transplanters and provided after-sale support to the farmers. The COP added that RDC provided market promotion support to ACI and Metal Agro, and CSISA-MEA provided after-sale support. Unlike RDC, CSISA-MEA provided access to finance support and after-sales service support with the help of the LSPs. The COP reported that CSISA-MEA uses a joint-venture approach with business entities, whereas RDC provided grants to them.

3.2.4 Beneficiaries of RDC and CSISA-MEA Activities

Metal Agro, a RDC and CSISA-MEA partner since November 2018, is working in collaboration with a local organization, Uzirpur Organic Multipurpose Cooperative Society Ltd. (UOMCSL) in the Narail district. Uzirpur Organic Multipurpose Cooperative Society Ltd., in turn, is transferring mechanization techniques and approaches to farmers. The RDC worked with three additional mechanization partners: Krishibid Farm Machinery and Automobiles Ltd. (October 2017), Abedin Equipment Ltd. (December 2020), and Alim Industries Ltd. (December 2020). The purpose of these partnerships was to develop the market and, also, increase awareness of farm machinery. According to a member of the RDC

¹⁸ *Ibid.*

¹⁹ *Ibid.*

²⁰ *Driver:* A person who compels anything else to move onward is the driver. In the field of farm mechanization, generally or conventionally, the driver is the person who drives the farm machinery (e.g., tractor, power tiller, combined harvesters, reapers, etc.).

²¹ *Machinery Operator:* One who performs some act by using their hand(s), or instruments, is an operator. In the field of farm mechanization, the operator is the person who operates farm machinery like a low-lift pump or a deep tube-well (for irrigation), spray machine, thresher, winnower, etc.

staff, these four firms collectively sold approximately 300 combine harvesters to farmers during their partnerships with RDC.

The International Maize and Wheat Improvement Center (known by its Spanish acronym, CIMMYT) Hub Manager formerly involved in the CSISA mechanization activities reported that the farmers are saving 50 percent of their cost using modern machinery and young people are becoming operators—thereby contributing to youth employment. During a KII with a representative of UOMCSL, the key informant stated that CSISA-MEA had helped generate interest from banks and other financial institutions in agricultural mechanization.

The former RDC COP reported that, at the start of RDC, there were only two manufacturers of mechanized agricultural equipment in Bangladesh. The RDC worked toward increasing the number of manufacturers, leading to innovation and price competition. He also noted there was no mechanized harvesting in 2018. Combine harvesters, with a cost of around \$30,000 per harvester, have the potential to be adoptable machinery for harvesting—expanding the area to be harvested in a crop year.

Rice transplanters, which were promoted by RDC with a cost of around \$4,000 per transplanter, have the potential of being significant cost-saving tools for smallholders. However, one of the KIs reported that although rice transplanters are critical to the success of transplanting crops, the 15- to 18-day transplanting window may be insufficient to achieve the break-even point within the prevailing cropping pattern. Therefore, the opportunity for traveling custom service providers is questionable for the financial feasibility of this equipment. However, a KI also noted that mechanical land preparation in the ZOI is now the norm.

The CSISA-MEA COP reported that in the ZOI, CSISA worked with over 3,000 machinery service providers, i.e., LSPs who provide support to more than 300,000 farmers. According to him, CSISA-MEA activities have impacted the income of both the farmers and LSPs. He noted that maize is the most profitable crop in the ZOI when harvested with combines—and world-class yields can be achieved. Conversely, yields without combines are very poor.

3.2.5 Performance of RDC-Facilitated Franchisee Scheme

The RDC facilitated a machinery and equipment sales and a service franchisee scheme during 2017–2018 (Krishibid Farm Machinery and Automobiles Ltd.), 2018–2020 (Metal Agro), and 2020–2021 (Abedin Equipment Ltd. and Alim Industries Ltd.). By associating themselves with Metal as their Franchisee, the companies managed to leverage their combined strengths to market Metal equipment to the local LSPs and/or lead farmers. The franchise provided support for spare parts and maintenance. In the opinion of RDC partners Metal Agro and Konika, this Activity mitigated operational challenges and reduced the operational cost of the machinery in rural areas.

The RDC, along with Metal, also facilitated bank collaboration meetings to encourage banks to provide Asset-Based Financing (ABF), which could be utilized by purchasers to finance the equipment. Through this intervention, Metal was able to establish two franchisee dealerships; and as a result, they sold 21 combine harvesters and three rice transplanters in the FTF ZOI.

The mechanization intervention primarily focused on rice and wheat. Farmers also received support with harvesting services from the Konika mechanization unit. It helped them to harvest rice without having to face labor shortages—a major problem that companies face during the rice harvesting season. Further, the regular cost of combined harvester service was BDT 6,000 per 100 decimals of land. Those farmers supported by Konika increased their incomes by 30 percent when compared with other farmers without such support.²²

²² RDC FY 2020 Annual Report: October 1, 2019–September 30, 2020.

3.2.6 Increase in Mechanized Farming

The survey with farmers found that mechanized farming has expanded considerably since the beginning of the project. The respondents support RDC's progress reports about the changes within the ZOI about mechanization over the past five years. Out of 125 respondents, 79 percent reported that they have partly increased their mechanization. Only 8 percent reported that they are now fully mechanized, and 6 percent stated that they are using their own machines. Further, 50 percent of the respondents reported that they are increasing their mechanized operations using LSP services.

3.2.7 Change in Farmers' Status in Relation to Mechanization

Of the 125 respondents that participated in the RDC FPE producer survey, 36 percent reported that their household income has been enhanced due to increased mechanized operations. Extensive use of LSP services resulted in household income increases for 35.5 percent of respondents. For 18.8 percent of respondents, increased household income resulted from use of their own machinery. Yet several challenges need to be addressed—such as the economic capacity of the franchise owners, the reluctance of banks to provide loans to those interested in purchasing machines, and the higher-level cost of the machinery in comparison to the purchasing power of farmers.²³

3.2.8 Conclusions

The extensive partnership of CSISA-MI and, in turn, CSISA-MEA with RDC, involved a significant sharing of activities with machinery manufacturers, dealer partners, and commercial lenders. These partnerships resulted in a scalable concept of economic benefit to smallholder farmers.

The activity of franchise development by the machinery manufacturers has been proven to be highly successful for repair, maintenance, and hands-on training for machinery owners. However, the financial success of franchise owners remains a challenge as banks are still reluctant to approve loans to them.

Yet, the mechanized service provider business sector has proved to be profitable and will likely be a growing job creator, especially for young people.

Although mechanized rice transplanting significantly reduces the production cost for producers, it is necessary to make the use of this machinery cost effective by taking into consideration the cropping pattern, efficient management throughout the three paddy transplanting seasons, finding out ways to increase the machinery utilization time, exploring more area coverage, and networking user farmers with proper vertical and horizontal integrations within the diverse rice varieties.

3.3 INCENTIVES, MARKET SYSTEM COOPERATION, AND INVESTMENT (EQ 3)

3.3.1 Alignment of Incentives for Each Market System Actor with the Desired Intervention and Expected Market System Change

The RDC has worked to create incentives and mitigate constraints up and down the selected value chains. The incentives included matching grants, capacity building, business/operation expansion, and new markets for private partners; access to integrated services; improved inputs; agricultural and financial risk mitigation; and new markets and increased sales for the local VCAs and producers.

The survey with 39 RDC partners found that 69 percent of respondents believed that the incentives provided to the market actors through projects with RDC were well aligned with the projected positive change. Further, 55 percent of the local VCAs opined that the sales and/or procurement incentives helped to reach smallholder farmers (less than 5 ha) during the last five years. On the contrary, 63 percent of GOB officials, researchers, and RDC Project staff were unaware of whether those incentives were aligned.

²³ The GOB is now providing subsidies to farmer to support the purchase of the machinery.

Local VCAs had their own incentives to attract producers to test new crops and products, including the provision of advisory services, organizing field demonstrations, volume discounts, etc. (Table 9).

Table 9: What Are the Best Incentives to Inspire Producers to Test New Crops and Products?

Incentive	Number of VCA Respondents Who Identified the Incentive as Most Effective	Percentage of VCA Respondents Who Identified the Incentive as Most Effective
		Most Effective
Advisory services	42	20
Field trials	42	20
Product promotion prices	39	18
Field Days	38	18
Volume discounts	29	14
Incentives for input suppliers	24	11
Total	214	100

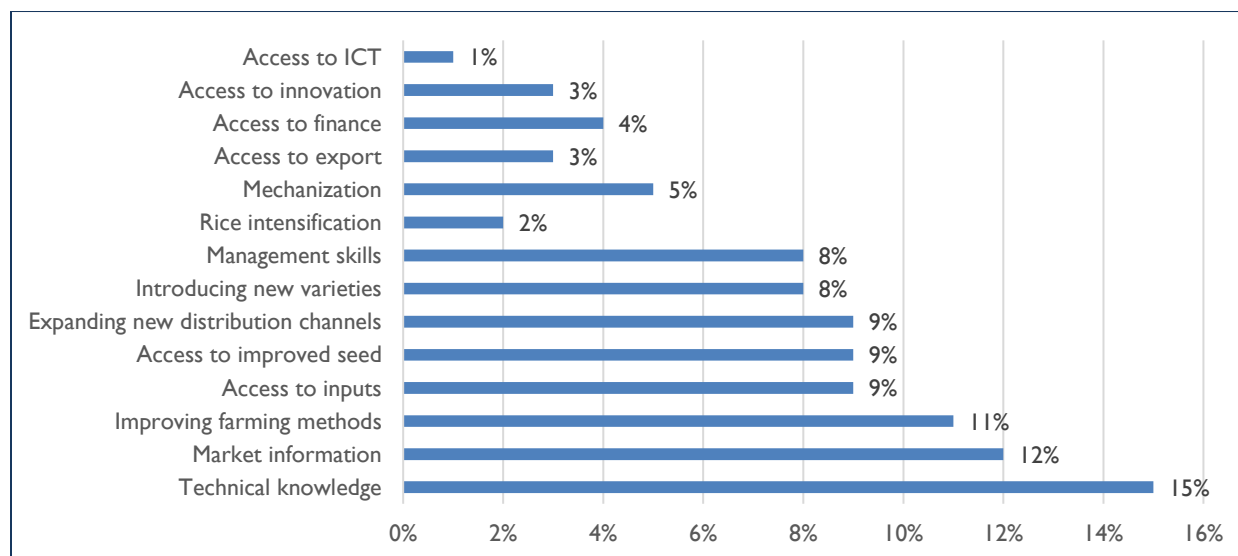
The RDC reports a learning curve in adjusting incentives for the private partners, depending on their interests and markets. In addition to promoting the value of including smaller VCAs and producers in their operations, RDC helped the partners address some of the supplier and buyer market constraints. For example, partnerships with ACI, Ispahani, Bayer, Dynamic, PCL, NAAFCO, and Metal Agro worked to improve access to information, as well as improving inputs. Other partnerships focused on improving access to knowledge and training.²⁴

Constraints, as perceived by producers' versus buyers' experiences, were evident from the responses to the Producer Survey and market actor KIIs conducted by the ET. Producers identified monopoly positions and lack of pricing transparency as major constraints. Buyers reported quality and dependable raw product supply as major constraints. The RDC partnered with Lal Teer Seed, Bombay Sweets, and Pran Group to improve procurement centers to benefit both sellers and buyers. Further efforts such as partnering with seed companies such as Ali Seed Farm in starting their zinc rice buy-back model and establishing Konika Seed Company's integrated model are leading producers to more profitable crops aimed at resolving the input-related constraints.

One hundred (100) local VCAs interviewed by the ET reported that RDC helped them address at least 14 market constraints—including lack of technical knowledge (15 percent), access to market information (12 percent), and improving farming methods (11 percent), as shown in Figure 1.

²⁴ RDC Subaward Database 2021.

Figure 1: Types of Market Constraints Addressed by RDC – Local Value Chain Actor Perceptions, Percentage of Responses, N=100



Source: RDC FPE FGDs, Local VCAs, 2021.

3.3.2 Market System Cooperation

Horizontal Cooperation: As part of the ET data collection, 55 percent of VCAs reported that horizontal links/peer cooperation have been improved in their value chains over the past five years, while 64 percent of the RDC private partner firms reported that the Activity did not facilitate horizontal cooperation. The RDC reported hosting numerous and regular workshops and roundtables to bring together peers and competitors to discuss a multitude of market system issues²⁵—suggesting significant effort toward horizontal cooperation.

Key informants from the GOB and research institutions, on the other hand, reported significant RDC contribution to the development of horizontal links, particularly in R&D.

In relation to horizontal cooperation, RDC contributed toward extending the agent banking system. For example, Bank Asia established “safe” retail banking distribution outlets to expand the impact and reduce risks. During a KII with the partner firms, the KI reported that through their agent banking channel, they opened 44,316 accounts (savings accounts, remittance accounts).

BRAC Bank used their established retail networks to provide credit facilities to Subject Matter Expert (SME) borrowers and relied on an MFI partner, Rural Reconstruction Foundation (RRF), utilizing the Bangladesh Bank stimulus package. Through the partnership with the MFI, they also provided non-stimulus loans to 500 farmers (\$123,000); 95 percent of whom were female). Finally, the BRAC Bank completed loan disbursement to 110 SMEs through their agent points and SME unit offices in the FTF zone.²⁶

Based on the USAID meetings with the RFC team and Bank Asia, RDC played an instrumental role in helping Bank Asia to roll out the agent banking model. Bank of Asia used the micro-merchant networks developed by the Activity to replicate and expand their existing bank agent model to FTF ZOI.

Vertical Cooperation: The market system approach of private sector stakeholders becoming the face of activities inspired by what the donor project—in this case RDC—lends to vertical cooperation. When producers and market actors in value chains directly interact with input and service providers or buyers

²⁵ Feed the Future Bangladesh Rice and Diversified Crops (RDC) Activity Annual Report October 1, 2017–September 30, 2018.

²⁶ USAID 2020. Activity Report, USAID/Bangladesh CSISA-MEA April 2020.

of farm production via workshops or training sessions, relationships are formed, and comprehension of mutual objectives is acquired.²⁷

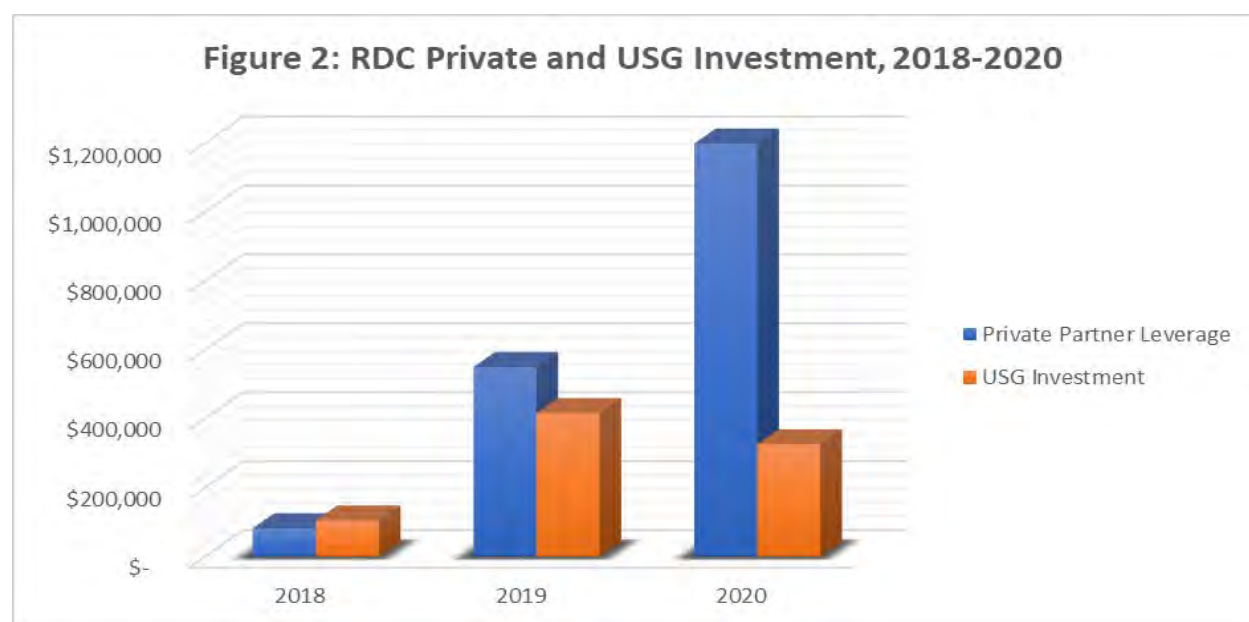
Ninety (90) percent of the private-sector RDC partners (grantees) reported that their project with RDC facilitated increased levels of vertical cooperation in their area of business. Fifty-six (56) percent of the local market actors interviewed reported that vertical links have been improved in the last five years. The RDC MEL reports support the increased number of dealers, distributors, retailers, and seed and other input suppliers.²⁸

3.3.3 Investment from Market System Actors to Adapt and Scale Up Investments in Commercializing New Technologies, Inclusive Business Models, or Value Chain Upgrading Strategies

Investment in Commercializing New Technologies

The RDC has been improving the investment ratio with grantees over each of the past three years. In 2018, RDC's share of activities with private-sector partners was 56.2 percent. By 2020, the RDC share had dropped to 21.4 percent.²⁹ (See Figure 2.)

Figure 2: RDC Private and USG Investment, 2018–2020



Source: RDC Activity Presentation, April 22, 2021.

RDC interventions have also catalyzed opportunities for partners, market actors, and producers via two FAS interventions with Bank Asia, BRAC Bank, and one new FAS in development—which is focused on supporting machinery companies to establish credit lines for machinery service providers.³⁰ The RDC's engagement with financial institutions to benefit producers was particularly important during the COVID-19 pandemic; because during this period, micro-merchants and agent banking outlets suffered—which, in turn, impacted smallholders.³¹

²⁷ Feed the Future Bangladesh Rice and Diversified Crops (RDC) Activity Annual Report October 1, 2017–September 30, 2018.

²⁸ Monitoring, Evaluation and Learning (MEL) Plan Version 2; January 2018.

²⁹ RDC FY 2020 Annual Report: October 1, 2019–September 30, 2020.

³⁰ *Ibid.*

³¹ *Ibid.*

Key informant interviews with the private-sector RDC partners found that 74 percent of them invested in commercializing new technologies due to the RDC Activity. The new technologies and approaches promote specific varieties of crops (mung bean, sesame, groundnut, saline-tolerant varieties, zinc rice, HYV, and hybrid varieties) and introduce farm machinery, e.g., combine harvesters and rice transplanters. In addition, there have been several ICT innovations adopted, e.g., POS software for the agro-input dealers. Via private sector partners, RDC has also promoted crop nutrients and protective materials as well as inoculants. The RDC COP stated that, in his opinion, the promotion of inoculants has been the most important investment leading to improved income in the ZOI.

Performance in Commercializing New Technologies and Operating Business Models

Key informants in research and extension services reported that the commercialization of new technologies has been successful. The following are some of the most notable examples:

- Development of a business model for operating combine harvesters, along with the concerned LSPs and the machinery franchise scheme to support the business.
- New technologies like HYV seed varieties of maize and sunflower, along with the improved production management.
- RDC was rather successful in commercializing Trichoderma inoculants. It expanded the number of companies promoting Trichoderma from two to six. As a result, its use yielded an increase of more than 15 percent. Likewise, the use of inoculants increased farmers' crop yields from 25 to 35 percent.
- RDC, in collaboration with private firms, carried out social digital media campaigns, SMS messaging, and TVC broadcasting for effective rural marketing strategies.
- RDC introduced to farmers the consumer demand-oriented hybrid rice seeds, stress-tolerant rice seeds, maize seeds, and crop protection products through Petrochem Bd. Ltd., Auto Crop Care, Supreme seed, etc.
- RDC transferred improved groundnut and sesame seeds in collaboration with New Mexico State University, Lal Teer Seed, Bombay Sweets, and the Pran Group.
- RDC introduced Fertera and Trichoderma promotion through Petrochem Bd. Ltd. Xplore.
- RDC digitalized staff and producer capacity building through Auto Crop Care, Bombay Sweets, Pran Group, and Lal Teer Seed.
- The PRAN Group established the "Krishi hub" to provide advice and input sales to the farmers for grain procurement.
- RDC introduced Fawligen, an environmentally friendly herbicide for the new premium rice varieties (e.g., OP HYVs like BRRI dhan50, BRRI dhan63), etc.
- Private companies made investments to establish new production facilities and expand existing ones.

As a market system activity, RDC facilitated private companies to provide saline, waterlogging-tolerant variety, short-duration variety, quality seeds, fertilizers, bio-pesticides, and post-harvest technologies.

Development of New or Improved Services for the Farmers and Other VCAs

Ninety-three (93) percent of respondents in the latest RDC APS (2020) reported they will continue to use adopted technologies in the upcoming seasons and years; and around 77 percent of producers

committed to continue post-harvest management practices—drying on a polyethene or pacca floor and improved stacking.³²

Developing New Private and/or Public Partnerships

The RDC has developed partnerships with 39 private-sector firms including large-scale private companies like ACI, Bayer CropScience, Robi Axiata, Chaldal.com, Metal Agri, Alim Foundation, NAAFCO, MARGIN, and M. World—as well as small-scale private companies ranging from local dealers to millers. The RDC also created partnerships with government institutions like DAE, Bangladesh Agricultural Research Institute (BARI), Bangladesh Institute of Nuclear Agriculture (BINA), and non-governmental institutions like Thengamara Mohila Sabuj Sangha (TMSS), Agricultural Input Retailers' Network (AIRN), and RRF.³³

However, KIs with DAE officials revealed that the functional relationship with RDC was not good. It was noted that scaling of new technologies and their sustainability largely depend on endorsement of public agencies like DAE.

Upgrading Value Chain Strategies

An impressive 74 percent of grantees reported they have upgraded their value chain strategies due to the RDC Activity—including market area expansion, increased farmer involvement, market promotion, enhanced market knowledge, software introduction, improved vertical linkages, collaboration with GOB authorities, increased supply-chain efficiency, better quality inputs/seeds, and development of linkages with farmers and input sellers.

3.3.4 Conclusions

Incentives

Key informant interviews with the private partner firms and local market actors revealed that the RDC-introduced market incentives were well aligned with the private-partner interventions. The overall market access for farmers increased during the life of RDC.

Horizontal and Vertical Cooperation

The RDC Activity successfully strengthened the vertical cooperation among private-sector partners. The Activity also made progress in strengthening the horizontal links between research institutions and GOB/DAE partners. The Producer Survey revealed that the RDC lending partners were not proactive in reaching out to smallholders. When asked about the most successful and scalable business models developed by the RDC project, the KI stated:

“BRAC Bank also expanded their Agent Bank service offering to the rural communities and increased bank account service holders to over 22,000—providing much needed remittance inflow from abroad and conducting financial literacy campaigns in [the] FTF zone. Konika Seed Company’s integrated model, where the company initially played a role in both [the] input and output market, thereby ensured fair pricing and quality. Leveraging on this success, the enterprise set up Agent Banks for their farmer cluster to make available formal financial services and working capital needs to procure better inputs of production.”

Based on the USAID meetings with the RFC team and Bank Asia, RDC played an instrumental role in helping Bank Asia to roll out the agent banking model. Bank of Asia used the micro-merchant networks developed by the Activity to replicate and expand their existing bank agent model to FTF ZOI.

Catalyzing Investment and Scalable Business Models

The RDC demonstrated several success stories in catalyzing investment from market system actors, both

³² RDC FY 2020 Annual Report: October 1, 2019–September 30, 2020.

³³ RDC Subaward Database.

public and private, to adapt and scale up investments in commercializing new technologies, inclusive business models, and value chain upgrading strategies.

The criteria for selecting scalable business models and measuring the systemic changes remain unclear.

3.4 MARKET ACCELERATOR FUND (FAS) (EQ 4)

3.4.1 Market Accelerator Fund/Fixed-Amount Subaward Dynamics and Reporting

The RDC began operations with a MAF of \$1.5 million to be utilized for funding (initially) Market Actor Agreements (MAAs) and (later) FAS with the first Request for Applications announced in early 2017.

According to the RDC progress reports in 2018–2020, by the end of FY 2018, RDC had signed 11 interventions. By the end of calendar year 2019, with a transition to FAS, RDC had added an additional 18 FAS and committed approximately \$1.2 million. In 2020, 28 new interventions were signed. By April 2021, the FAS had achieved a total of 80 interventions that were approved, accepted, and fully implemented or currently under implementation by 42 private partners (the list of MAF/FAS awardees along with their interventions and working period is provided in Annex 5-B).³⁴ By the end of FY 2020, FAS had utilized \$845,527 of the USG contribution. The actual spending and the remaining commitment in FY 2021 will be updated in the 2021 Annual Report, expected in October 2021.

The initial RDC target was for 500,000 smallholder producers to have access to RDC stimulated goods and services by the end of the project. By the end of the 2018 Activity year, RDC reported a total of 6,555 producers. However, by the end of the 2020 Activity year, RDC reported that 338,401 producers, or 68 percent of the Activity's end goal, had access. The unverified projection³⁵ for 2021 reported in Quarter 3 (Q3) FY 2021 is nearly 1,400,000 producers, or 280 percent. This extraordinary increase is discussed in the section on EQ 7.

As previously noted (see EQ 3), RDC has continually improved the investment ratio between private-sector investment versus United States taxpayer investment, with the most recent average private-sector investment at ratio of 3.77 to 1.³⁶

According to the most recent RDC report,³⁷ the Activity is supporting 26 FASs under IR 1 and 28 FASs under IR 2 in 2021 as shown in Tables 10 and 11.

Table 10: FAS Grants Under IR 1 – Increased Farm Productivity in Rice-Based Cropping Systems

Quality Seeds	Biofertilizer and Micronutrients	Mechanization	Financial Inclusion and Digitization
Systemic Change Objective (SCO) 1: ACI Seed (2 interventions) Ali Seed Bayer CropScience Dynamic Agro (2 interventions) Lal Teer Limited Metal Agro NAAFCO PCL-Rice PCL-Maize	SCO 1: ACI-Fertilizer Bayer CropScience Haychem NAAFCO PCL-Rice Xplore SCO 7: Konika Seed Company UOMSCL Isphahani Agro Ltd.	SCOs 5 and 8: Metal Pvt. Ltd. Alim Industries Ltd. Abedin Equipments ACI Motors Ltd.	SCOs 4 and 8: Bank Asia BRAC Bank City Bank Robi Axiata Ltd.

³⁴ Some partners received more than one grant.

³⁵ Throughout the year, RDC collects data from FAS grantees—which are later verified by the APS. APS 2021 results are expected in October 2021.

³⁶ USAID relaxed the 1:1 requirement in 2020 due to the COVID-19 difficulties. The USG/Private Sector Investment ratio in 2021 is unknown.

³⁷ Feed the Future Bangladesh Rice and Diversified Crops Activity FY 2021 Quarterly Report: April–June 2021.

Quality Seeds	Biofertilizer and Micronutrients	Mechanization	Financial Inclusion and Digitization
Prantojon Xplore SCO 7: Konika Seed UOMSCL Isphahani Agro Ltd.			

Table 11: FAS Grants Under IR 2: Increased Participation of Farmers and Other Actors in Profitable Market Systems with 28 Private-Partner FASs

Quality Seeds	Biofertilizer and Micronutrients	Mechanization	Financial Inclusion and Digitization	Grain and Seed Procurement
SCO 1: ACI Seed (2 interventions) Ali Seed Bayer CropScience Dynamic Agro (2 Interventions) Lal Teer Ltd. Metal Agro NAAFCO PCL-Rice PCL-Maize Prantojon Xplore SCO 7: Konika Seed UOMSCL Isphahani Agro Ltd.	SCO 1: ACI-Fertilizer Bayer CropScience Haychem Bangladesh Ltd. NAAFCO PCL-Rice Xplore SCO 7: Konika Seed UOMSCL Isphahani Agro Ltd.	SCOs 5 and 8: Metal Pvt. Ltd. Alim Industries Ltd. Abedin Equipments ACI Motors Ltd.	SCOs 4 and 8: Bank Asia BRAC Bank City Bank Robi Axiata Limited Mobile Network	SCO 3: Sukumar Vander Natural Agro Pvt. Ltd. SCO 7: UOMSCL PRAN SCOs 3 and 6: Chaldal

3.4.2 MAF/FAS Grant Reporting

As part of their grant agreements, FAS partners produced milestone reports and closing reports. Milestone reports are critical to analysis and rapid adjustment of pilot activities. Ten were provided to the ET. The ET had access to 33 closing reports. The reports are well structured and contain key project financial and technical information, performance indicators, locations operated, lessons learned, and progress or results achieved. The reports do not contain client VCA or producer lists.

3.4.3 MAF/FAS Thematic Areas

The thematic areas (based on the intervention titles) covered by FAS were contract farming, POS technology solutions, digital integration of value chain/market system actors, advisory services on crop protection and management, promotion of agricultural mechanization, promotion of bio-additives, quality input (seeds and fertilizer) supply, new varieties introduction, marketing strategy, digital finance, bank financing, crop processing and marketing, and mitigation of the impact of COVID-19. The most substantial effort involved quality input (seeds and fertilizer) supply (18.6 percent), contract farming (14.3 percent), promotion of marketing strategy (12.9 percent), mitigation of the COVID-19 impact (11.4 percent), promotion of agricultural mechanization (8.6 percent), and crop processing and marketing (7.1 percent).³⁸

³⁸ RDC FY 2021 Quarterly Report: April–June 2021.

3.4.4 MAF/FAS Partners' Perceptions

Eighty-four (84) percent of the FAS partner KIs reported that the cooperation with RDC fully met their objectives, and 13 percent stated they were partially met. The core business areas classified by ET and of the objectives are presented in Table 12.

Table 12: FAS Core Business Areas and Cooperation Objectives

Core Business Area/Number of Grantees	Capacity Building	Fund Raising	Market Promotion	Distribution/ Partnership	Total
Agro-machinery Supplier (4)	1	1	2	3	7
Financier (3)	3	2	1	3	9
ICT Service (5)	3	1	3	4	11
Large-Scale Food Grain Processor and Marketer (1)			1	1	2
Large-Scale Seed & Fertilizer Supplier (6)	5		4	3	12
Poultry, Cattle, & Fish Feed Supplier (1)			1	1	2
Retailer (1)		1		1	2
Small-Scale Food Grain Processor & Marketer (7)	5	1	2	5	13
Small-Scale Seed & Fertilizer Supplier (4)	3	1	3	1	8
Small-Scale Seed Supplier (6)	5	2	4	4	15
Value Chain Linkage Developer (1)		1		1	2
Total	25	10	21	27	83
Percentage	30.1%	12.1%	25.3%	32.5%	100.00%

According to interviews with grantees, RDC proved most useful in the distribution management for products and services and collaboration/partnership (32.5 percent), staff capacity building (30.1 percent), market promotion (25.3 percent), and fundraising (12.1 percent). Fundraising support was found to be more beneficial for small-scale business entities. Most of the partner firms (95 percent) reported that they faced no challenges in providing the match funding required for the RDC cooperation project.

Most FAS partners (95 percent) expressed the view that the application process for grants was clear and transparent. In addition, 43.4 percent reported that the project reporting requirements were reasonable, while 25 percent found the reporting requirements to be useful for core business reporting. Most of the partner firms (82.1 percent) received training.

Of the 39 partner firms interviewed, 53.8 percent, 33.3 percent, 7.7 percent, and 5.1 percent of the partners concluded 1, 2, 3, or 4 project cooperative agreements, respectively. Out of 39 grantees, 18 implemented more than one project and reported that they have been awarded a second, third, or fourth grant—either due to the success of their previous project(s) or to promote a new product/service or market channel. Fifteen (15) grants were provided to some of the existing FAS partners to mitigate COVID-19 impacts.

Of 39 partner firms interviewed, 32 percent reported that RDC/MAF program management measured the success in the project activities of the partner firms by reviewing milestone deliverables and monitoring the quality of the activities; and 24 percent reported that they measured the success through field visits, Activity monitoring, and interviews followed by analysis of the clients' feedback. Another 24 percent stated that they measured by evaluating field data such as the number of farmers. On the other hand, 19 percent of partner firms mentioned that they measured results by recording sales and turnover data.

Among the partner firms, 66.7 percent reported that their distribution network increased, while 10.3 percent stated that they have not expanded the network; 23.1 percent did not report any change.

Based on the data provided via private partner KIs with six food grain processors and marketers, they had 205 farmer suppliers in 2016 and 745 in 2021. Twenty (20) private-partner firms involved in

commercial outreach collectively had 36,566 market actors in 2016 and now have 44,538—a 21.8 percent expansion of commercial outreach of production and post-harvest-related inputs and service.

The RDC 2020 APS mentioned, “Estimated access outreach is around 274,091 value chain actors and producers who benefited from USAID/RDC facilitations in the agriculture sector in [the] Feed-the-Future (FTF) zone. The outreach includes 1,136 value chain actors and 272,955 farmers/producers (23,794 from non-RDC crops and 249,161 producers from RDC-promoted crops).”³⁹

The RDC report of Q3, 2021 reported (unofficially), “Grain Procurement access outreach from [the] FTF zone was 98,418; Quality Seed Supply access outreach, 98,418; Crop Protection and Fertilizer Supply, 165,224; and Mechanization Support, 92,860; resulting [in] the Total Access Outreach FY20/Q3 21 of 357,919.”⁴⁰

Eleven (11) RDC project staff provided a range of opinions on the MAF/FAS impacts, stating:

“Scalable systemic effects on business and producer income and nutrition do not depend on the size of [the] accelerators match fund. It depends on the set MAF objectives that are to [some] extent aligned with the company interest and systemic change objectives, and able to engage private partners in this pilot interventions. RDC has taken steps to catalyze market system changes and provide scalable systemic effects on businesses and producers.”

“The interventions that RDC has designed have had an impact across all facets of the agri-value chain spectrum. However, in follow-on, additional funds are required to create innovative business models with diverse private actors.”

“Working directly with the farmers is more appropriate than working directly with the market actors through MAF. Due to limited funds, [a] few large national-level companies were not interested [in] cover[ing] larger geographic areas in the FTF zone. Thus, the RDC team gave more emphasis on facilitation skills rather than matching funds.”

Some of the key challenges noted within KIs with private partners and RDC staff in running a match-funding grant scheme include:

“Time limitation of the grant project is a factor as RDC provided six-month or one-year grants agreement with a private company. In many cases, this time is not enough to implement a business plan.”

“Companies have a large business portfolio. A large RDC grant is less than 1 percent compared to the business volume they are handling. For that specific grant, they didn’t usually maintain a separate documentation system. So, during data verification, it is challenging to trace out the exact volume of the business conducted through RDC grants.”

“Change in the company staff responsible for decision making and implementation of the grant project.”

3.4.5 MAF/FAS and Systemic Change

Six SCOs were first introduced into the RDC MEL reporting in 2019, with some potential indicators to measure the change. In later RDC reports, the number of SCOs increased to nine, and RDC classified all FAS grants by SCOs (e.g., the FY 2021 Q3 Report). However, as of the time of this evaluation report, the SCOs had not been measured. The RDC subcontracted an “Outcome Harvesting Report” as an initial attempt to describe the scalable models achieved during the life of the Activity and to measure systemic change in the market systems. The report was published in January 2022. The report presents a combination of essay style and brief success stories categorized by 12 common themes. The report also represents a laudable attempt to identify “non-Activity influencing factors” (other players in the field who contributed to the change), which is a good start for future systemic change assessments.

³⁹ RDC, 2020. FY 2020 Annual Performance Survey Report, October 1, 2019–September 30, 2020.

⁴⁰ ACDI-VOCA, 2021. Feed the Future Bangladesh Rice and Diversified Crops (RDC) Activity, FY 2021 Quarter 3 Report: April–June 2021, FY 2021 Quarter 3 Report July 30, 2021.

The SCOs' quality, quantity, and potential measurement are discussed as part of EQ 7.

3.4.6 Conclusions

Despite the MAF's slow start in 2017–2018, MAF gained momentum by 2020–2021. Although grantees had few complaints about the recordkeeping system, the overall progress toward RDC's quantitative objectives in 2020 was satisfactory. By 2020, RDC proved to be ever more astute in improving the ratio of private investment to U.S. investment in FAS activities.

MAF and Systemic Change

In the absence of any reported measure of systemic change in the evaluation period, the ET is not in the position to draw conclusions as to whether the market system constraints have been addressed in a systemic manner. Some specific impacts of the interventions were addressed in EQ 3. The SCOs' design and measuring are discussed in EQs 7 and 7.1.

3.5 NUTRITION (EQ 5)

3.5.1 Mixed Message on Commitment to Nutrition

Feed the Future's Goal is to “Sustainably Reduce Global Hunger, Malnutrition and Poverty.” USAID's Development Objective 2 (DO 2) is a flagship DO for the USG's FTF strategy globally and for Bangladesh: “Availability, Access, and Utilization of Domestically Produced and Nutritious Foods Increased.”⁴¹ The RDC Activity was designed to support the nutrition objective of DO 2 via the following concept: “The overall activity will catalyze market system changes that promote a diversified farm management approach oriented to intensified rice production and higher-value, nutrient-rich crops to increase incomes and improve food security and nutrition in the FTF zone.”⁴²

At RDC's inception in July 2016, the RDC specified that “to support improved nutrition, RDC will pursue activities that impact the three main FTF nutrition-sensitive agriculture pathways: income, production, and women's empowerment.” In addition, “ACDI/VOCA will also utilize its NutriMAP tool that provides a road map for identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities.” And finally, “For changing nutritional behaviors, effective engagement with men is key as they are responsible for household food shopping in the rural areas.”⁴³

The first RDC Annual Report July 13, 2016–September 30, 2017, contained the following stated objective: “Companies (dal mill owners) shift procurement models to source directly from farmers, providing improved market access, bundled farm advisory services, and household nutrition messaging.” This approach was in line with the USAID Multi-Sectoral Nutrition Strategy 2014–2025, intending to weave or incorporate improved nutrition opportunities within the overall program.

At this early stage, RDC identified areas in which the Activity could integrate nutrition-sensitive concepts with the mung beans crop intended to improve nutrition in the ZOI.

In 2019, RDC adopted six systemic change objectives including **SCO 2: Increased Adoption of Gender- and Nutrition-Sensitive Business Models** through increased understanding of the business case for targeting women and nutrition information in sales strategies or procurement plans and improving last-mile service delivery for smallholder farmers.⁴⁴ Although RDC progress reports make mention of other SCOs, after the adoption of SCO 2, there was no further reference to this objective by RDC.

3.5.2 RDC Activities Related to Nutrition

Notwithstanding the mixed message on nutrition, RDC supported several nutrition-related activities.

⁴¹ USAID/Bangladesh Country Development Cooperation Strategy FY 2011–FY 2019.

⁴² RDC Monitoring, Evaluation and Learning (MEL) Plan–January 2018 (2nd Revised).

⁴³ RDC Project Document 2016, Nutrition Section, p. 30.

⁴⁴ Feed the Future Bangladesh Rice and Diversified Crops (RDC) Activity Annual Report October 1, 2017–September 30, 2018.

During project year 2018–2019, RDC sponsored a nutrition-focused business workshop with partners (grantees). This workshop presented information about integrating nutrition in a way that makes good business sense. Participants explored ways in which nutrition messaging on packaging and advertising, nutrition training of smallholder farmers through crop clinics, and partnerships with food companies to produce nutritious snacks that could be used to raise product sales and improve a company's image.

In the same project year, the NutriChamps cooking competition was launched during National Nutrition Week in May. This initiative coalesced five USAID-supported activities (RDC, Livestock and Nutrition, Ujjiban, the Bangladesh Nutrition Activity [BNA], and the Bangladesh Aquaculture and Nutrition Activity [BANA]) in support of a series of events, nationally, aimed at encouraging the uptake of nutritious foods (zinc rice, mung beans, and fortified sunflower oil partner products receiving RDC support) as well as a balanced diet. Private-sector sponsors were also engaged.⁴⁵ The final event took place in November 2019, and the series was televised in 2020.

Within the RDC FY 2020 Annual Report, nutrition is almost forgotten other than within the “Key Learnings” section that states: *“In particular, future programming should incorporate regular stakeholder consultations (broader than partner firms), ensuring feedback from key stakeholders and ensuring buy-in to gender and social inclusion and improved nutrition.”*

In FY 2021 Q1 and Q2, RDC reported substantial increases in zinc-biofortified rice seed and coordination between RDC and CSISA-MEA for mechanizing the zinc rice harvest.

3.5.3 Stakeholders' Views on Nutrition

During the FPE data collection, 60 percent of respondents reported that the level of nutrition was good, and 90 percent reported a positive change in the level of nutrition within their area. However, only 1 percent perceived a positive change over the past five years. Rather, respondents reported that demand has driven a change in the nutritional value of crops marketed in their area.

Twenty-one (21) of the 39 RDC partners (grantees) reported nutrition-related activities, including awareness messages during farmer training and promoting a specific high-nutrition crop, such as mung beans.

“... [I]mproved production leading to increased production—which in turn, hypothetically, is expected to result in improved food security.”

3.5.4 Conclusions

The RDC has made some efforts to determine the best entry points for integrating nutrition-sensitive activities. However, there is no evidence to suggest that RDC has made any effort to identify the determinants of positive or negative nutritional behaviors. RDC's designer, implementer, and management have not considered nutrition to be their assigned area of focus and responsibility. The RDC channeled the increased adoption, productivity, and profitability of nutritious non-rice crops (such as mung bean and groundnut), and zinc-rich rice. As a result, the producers increased yield and gross margin on mung bean crops. However, the zinc-rich rice had a lower productivity and producer preference (producers prefer slender grain), whereas current zinc-rich varieties like bold-type remained challenging. However, the recently released BRRI dhan100 (the report is not yet widely available) would likely overcome this challenge. This variety has the farmers' preferred trait of high yield and the consumers' preferred trait of a non-sticky slender grain. It also has a zinc content of 25.6 milligrams per kilogram of rice.⁴⁶

⁴⁵ FY 2019 Annual Report: October 1, 2018–September 30, 2019.

⁴⁶ <https://www.harvestplus.org/knowledge-market/in-the-news/Bangladesh-welcomes-newest-zinc-rice-variety-brri-dhan100>.

3.6 GENDER (EQ 6)

3.6.1 RDC Commitment to Gender

At nearly the midway point for RDC, a preliminary gender analysis was conducted which found:

“... [T]here are clear social norms and patriarchal institutions that will shape the ways RDC interacts with women and men. Leadership positions remain rare for women, despite relatively common membership in social groups. Statistics on women’s membership and participation in producers’ groups are incomplete, but discomfort with speaking in public appears to be closely linked to low leadership rates. Creating awareness of the social norms that silence women’s voices and identifying and supporting women willing to lead (i.e., positive deviants) may enable more women to be active in these groups.”⁴⁷

A great deal of progress has been made in gender equity and women’s empowerment in Bangladesh in recent years, as evidenced by an improved score on the 2017 Global Gender Gap Index as well as an improved score on the USAID Women’s Empowerment in Agriculture Index (WEAI). Nevertheless, women continue to face significant challenges around access to resources and information, a heavy time burden related to household responsibilities and restrictive social norms.⁴⁸

Women in rural households tend to live in a conservative environment where they are restricted on several counts, e.g., participation in meetings, movement outside their limited space, work opportunities, doing household chores that are not required of their male counterparts, access to education, access to information and digital media, etc.

In the RDC Activity, gender integration is achieved by prioritizing three WEE parameters:

1. Improving women’s access to market, where access to market means an increased number of sales to women, increased purchases or joint purchases of inputs, and increased access to services and knowledge.
2. Increasing women’s decision-making power—specifically, decisions about agricultural production and access to and decision-making power over productive resources (expenditure and income).
3. Increasing women’s leadership roles.

The RDC has been notably proactive about seeking resolutions to gender issues. For example, the Activity has partnered with LightCastle Partners in the Unnoty Gender Accelerator Program.

The LightCastle Partners market tested a proprietary accelerator program, “Unnoty,” designed for the domestic market to address these major issues and other ancillary aspects of women becoming entrepreneurs or expanding their existing businesses. “Unnoty” caters to all the needs of an entrepreneur to accelerate their business—starting from knowledge and technical skill enhancement to access to finance and networking with trade stakeholders.

Apart from the mentoring and business value chain development, the program also facilitated follow-up and post-training assistance to aid the participants with full assistance from LCP and market stakeholders. The accelerator had a holistic approach and a well-rounded curriculum to ensure both theoretical and practical implementation for the entrepreneurs. The program successfully aided 50 graduates, helping them to start or expand their businesses.⁴⁹

The RDC created transformational business relationships between sunflower seed oil-processing companies and both male and female farmers in the sunflower seed sector.

Sunflower is a low maintenance crop, and it is easy for women to manage most of the associated field

⁴⁷ Feed the Future Bangladesh RDC Activity Preliminary Gender Analysis Report, February 2018.

⁴⁸ USAID/Bangladesh – DO 2 Gender Analysis – January 2019.

⁴⁹ LightCastle Partners, October 27, 2019.

activities. When harvesting, soft sunflower stems help women to cut down plants easily; women involved in sunflower production said that because of the tall plant size, it is convenient for them to work in the field without giving a thought about social barriers. Post-harvest tasks are mostly done by the female household members.

Bank Asia has already finalized the list of 30 agri-loan recipients, and the bank plans to complete disbursing the loans by the end of October 2020. Of these 30, five recipients will be directly from RDC's Gender Accelerator Graduate Program. Bank Asia has also selected 50 Agent Banks and started banking and COVID-19 awareness-related marketing via phone calls and SMS blasts. Through RDC's Gender Accelerator Program (GAP), Bank Asia carried out marketing activities directly targeting women customers. In addition, BRAC Bank gave out loans to more than 1,000 female farmers.⁵⁰

According to RDC, every FAS was reviewed with a gender lens, and the RDC gender team provided technical assistance with customized gender-integrated activities that had clear commercial advantages for each business model.⁵¹

Of the 39 private-sector firms with FAS grants, 28 reported being engaged in women and youth empowerment activities as a part of their cooperation with RDC—with the most common engagement being targeting more women to become clients. Most companies set a goal of 10 to 20 percent inclusion of women clients, while others set higher goals—including one that specifically selected 80 percent of women clients. Another project formed a farmers' association consisting of 21 women seed growers.

The ET also interviewed 100 VCAs and LSPs affiliated with the RDC-FAS private partners (grantees). Seventy (70) percent reported having women and youth as clients, 71 percent said that they had more women and youth clients than five years ago, and 69 percent anticipate improving business due to women being involved.

Table 13: Women in the Eyes of VCAs in the RDC Project Area

Issue	Response (% respondents)	
	Yes	No
VCAs having any women and youth clients	70	30
VCAs that experienced change in the number of women and youth clients in the last five years	71	29
VCAs that experienced any potential of business improvement due to an increase in women's involvement	69	31
VCAs that participated in women's empowerment programs as part of the RDC Activity	0	100
VCAs that expected the RDC Activity to succeed in women's empowerment and improving women's roles and access to markets	4	96

Per VCA and LSP interviews, increased involvement by women in business activities remains restricted by tradition within the ZOI according to 52 percent of respondents, while 43 percent saw no obstacles to increased women involvement in their business operations. When asked how women and youth are involved in their business, 38 percent reported women as clients and 43 percent did not know. Finally, as to be expected, 96 percent of respondents were not aware if RDC had helped to empower women or had improved their access to markets.

The latest RDC Annual Progress Report states:

"Gender and Social Inclusion: Only 2 percent of the producers sampled across cropping systems are women. This relates to social norms which discourage women from cultivating field crops and gender

⁵⁰ RDC FY 2020 Annual Report: October 1, 2019–September 30, 2020.

⁵¹ Feed the Future Bangladesh Rice and Diversified Crops (RDC) Activity Annual Report, October 1, 2017–September 30, 2018.

inequalities with respect to access to productive assets such as land. The same report notes: “Focus group discussions with producers indicate that the main barrier to gender and youth inclusion is land ownership or holding by women—almost zero with the poor and women participants. For gender and social inclusion, future programs require direct delivery or accelerator initiatives to supplement a market systems approach.”

3.6.2 Conclusions

The RDC operated under the concepts of WEE SCO 2: “Increased adoption of gender- and nutrition-sensitive business models.” As such, every FAS private-partner Activity proposal was reviewed with a gender lens.

The VCAs and LSPs reported 70 percent of clients as women and youth, and they report more women and youth clients than five years ago, which indicates a positive trend.

Despite proactive efforts to empower women within the ZOI, in general, little has changed over the past five years, as per most VCA interviews. Key informants concluded that social (cultural/traditional) as well as family obligations prevent women from entering employment.

Women typically remain only in post-harvest roles within the crops targeted. The latest RDC APS found that only 2 percent of the producers sampled across cropping systems are women, which suggests that more effort is required to involve women in market systems.

3.7 MONITORING, EVALUATION AND LEARNING (EQ 7)

3.7.1 RDC MEL and FTF Guidance Overview

The ET was not provided access to the RDC Learning Evaluation and Analysis Platform (LEAP) designed and managed by ACIDI/VOCA. The ET was informed it was proprietary and could not be shared with external evaluators.⁵² This lack of access to the RDC LEAP and performance management and monitoring reports limited the ET’s understanding of how RDC’s data is collected and processed in real time.

However, the documents, KIs, and partner reports available to the ET provided it with sufficient information to evaluate the quality of RDC’s MEL. The ET also had a useful, albeit somewhat limited, glimpse of the internal MEL quality management process.

During the RDC implementation, ACIDI-VOCA commissioned two internal reviews of RDC’s MEL system to improve data collection, data quality, staff capacity, tracking systems, and reporting (2018 and 2019). This effort resulted in a more robust MEL system, judging by the MEL and progress reports in 2019 to 2021. Further, USAID conducted a data quality assessment (DQA) of RDC in 2018.⁵³

The only anomaly that the ET noted was a non-conventional use of the word “attribution” in the meaning of “intervention” or “monitoring.” This different understanding of the concept of attribution of the project results was also demonstrated in the 11 RDC staff KIs.

3.7.2 New FTF Indicator Handbook 2018 and Impact on RDC MEL

In 2018, FTF introduced new and revised definitions and indicators specifically for market system programs.

The RDC MEL approach was originally designed to collect, measure, and report data in the “classic” FTF projects, i.e., providing direct support to beneficiaries where the measures of attribution and systemic change had not been major concerns. Both FTF⁵⁴ and RDC have attempted to adjust the indicators and

⁵² It is unusual that a USAID-funded activity would use only a restricted-access MEL system not accessible to evaluators. The ET made several attempts to gain access to LEAP but was denied each time.

⁵³ Not yet available to ET.

⁵⁴ FTF Indicator Handbook 2018.

MEL methods to reflect the needs of market system programs. These adjustments helped to measure systemic change. The trade-offs when a “facilitative approach” is followed are that “direct beneficiary” determinations and tracking them become challenging because partner firms do not always want to maintain or share their clientele base with external parties. Similarly, and consequently, the direct attribution also becomes challenging.

According to FTF Indicator Handbook 2018: “An individual or entity is a participant if she/he/it comes into direct contact with the set of interventions (goods or services) provided or facilitated by the project.” The terminology of “direct beneficiaries” was changed to “participants” when describing the universe captured by IM-level indicators to better align with market system-based approaches. It does not consider “spillover”⁵⁵ beneficiaries as participants, which may be contradictory to the very market system purpose to facilitate the diffusion and copying of innovations/interventions.

The RDC has not yet measured the systemic change of its interventions. It is possible that the RDC’s, like any other activity’s introductory innovation impact, has been greater than measured. This has been partially addressed by some FTF indicators measured by RDC, e.g., “number of producers adopting at least one new method/technology.” There is potential for developing more spillover indicators.

The FTF Indicator Handbook 2018 further notes:

“Monitoring results for producer participants reached through market-strengthening projects can be particularly challenging ... if collecting the data from assisted firms required for some indicators is not possible, IPs should consider the concept of a ‘market shed’ or ‘catchment area’ to identify the geographic area that defines the population to be reached by the market being strengthened, and then conduct a survey among that population of producers who are participating in the market, and thus would be considered project participants. For example, a project is encouraging agro-dealers to use community agents to bring fertilizers closer to the target population and thus expanding the market shed of these fertilizer suppliers. The project could define the geographic area as the expanded market to be reached over time and use surveys to collect baseline and annual data for applicable producer-level indicators from the population in that geographic area.”

In 2019, RDC changed their performance verification approach from “facilitated monitoring” to the “catchment area” approach and, therefore, the results generated by these two different approaches are not comparable.

3.7.3 RDC Monitoring Direct Participant Results and Attribution (EQ 7.1)

The use of different survey methods at different times to monitor RDC’s progress and measure results makes it difficult to compare results across the Activity’s five years. The RDC 2017 baseline and the 2018 APS were developed based on the census (crop cluster) methodology, while the 2019 and 2020 APS used the “catchment area” method. The “catchment area” approach to monitor and report the RDC results and the scarcity of direct participants’ data⁵⁶ posed challenges to ET both in verifying the Activity’s targets achieved and their attribution. In addition, the FTF indicator definitions underwent multiple revisions over the last five years, which also affects the activities’ reporting.

At least 20 multi-million-dollar projects funded by USAID and other donors have been operating in the FTF ZOI concurrently with RDC activity, not to mention approximately \$300 million of FTF investment in the ZOI before the start of the RDC Activity (approximately 10 percent of all donor support). However,

⁵⁵ The synonym of “indirect beneficiaries.” According to the FTF Indicator Handbook 2018: “An indirect beneficiary is someone who does not have direct contact or interaction with the project or the actors whom the project is supporting, but still benefits.”

⁵⁶ The ET received very limited data on direct participants: approximately 2 percent of the total participant outreach reported in 2020.

except for CSISA and some nutrition activities, there is no reference to other USAID and non-USAID-funded activities and their impacts on the same beneficiaries in RDC's MEL or reporting.

3.7.4 The COVID-19 Pandemic Impact on RDC's Performance

Based on all existing evidence, it is plausible that RDC gained momentum by FY 2020 with the MAF/FAS Fund interventions and significantly increased the outreach and other indicators. However, the Activity managed to achieve a nearly tenfold increase in outreach between October 2020 and June 2021, even amid the pandemic. The RDC has been proactive and, in many instances, successful in promoting the remote work and marketing with partners. However, RDC partners (e.g., Dynamic Agro, Konika, Lal Teer, and other grantees) reported significant challenges working remotely with VCAs and, specifically, with farmers, as per the Reports 2021:

“Compared to the hands-on support on the farmers’ ground, this is obvious that the remote support through [a] phone call is less convenient. A person can understand easily when he is taught in person.”

“It is difficult to make the farmers understand different issues through phone calls. This is mostly due to the lack of basic education at [the] farmers’ level.”

The exponential growth of outreach between October 2020 and June 2021 resulted partly from the two different approaches used; however, the business results of the FAS partners suggested that 80 to 90 percent of the RDC Activity's successes are attributable to RDC.

Overall, by the end of the Activity in December 2021, RDC partners had demonstrated strong performance. This was achieved despite earlier thinking that results for agribusinesses could be negatively impacted by the COVID-19 pandemic in 2020 and early 2021. The stronger-than-expected performance is, to a great extent, due to the RDC's support. It is also partially due to competition in the agribusiness market that had to find new ways to adapt to the challenging operational conditions by creating and applying new outreach, marketing, and procurement methods. The GOB's stimulus measures (e.g., subsidies, interest rate caps, etc.) have also contributed to the sector's resilience.

3.7.5 Conclusions

1. RDC and ACDI/VOCA had a very robust MEL system designed to effectively measure both the standard and some of the custom market system-related FTF indicators.
2. With the MSD-related changes and trade-offs for beneficiary tracking, and based on the totality of the analysis and evidence, it can be reasonably concluded that the Activity has at least achieved its targets.

4. LESSONS LEARNED

Some of the lessons learned from the RDC activity implementation and this final performance evaluation include the following:

- **Market System Development (MSD).** The MSD approach has demonstrated the benefits of working with national, regional, and local market players—particularly during the COVID-19 pandemic, when RDC partners demonstrated a high level of resilience and resourcefulness that allowed RDC to continue operations and even overachieve some of its targets in the final two years of operations. Also, RDC was instrumental in ensuring its private partner competitiveness through co-creation, facilitation, and buying down risks of innovation. Future MSD projects in the agribusiness sector in Bangladesh will be able to build on RDC's successes and the trust built with market actors, without having to start from scratch.

- **Collaborating, Learning and Adapting.** The activity has gone through a valuable learning curve of engaging private partners and shifting the private sector's mindset toward a facilitative approach. The RDC also proved that there is appetite for market actors working in the agricultural sector to co-invest and try new models, which is encouraging for future MSD Activities in Bangladesh. The USAID Mission's involvement, experimentation, flexibility, and co-creation with the implementing partner is also a new and valuable CLA experience in this activity.
- **MSD Cooperation Modalities.** The RDC had a mixed experience with the FAS modality and FAS reporting. What was a useful experience reported by some smaller partners proved to be less meaningful and/or an extra bureaucratic burden for larger partners.
- **Gender and Youth.** With low levels of women's participation in agricultural employment and business, the activity developed positive lessons in women-to-women entrepreneurship, female bank agents/micro-merchants, and marketing and processing models that are definitely worth further development (see Recommendations). The activity could have benefited from having a greater focus on youth, who also have a much higher adoption rate of new technology/ICT innovation compared to older stakeholders.
- **FTF Zone of Influence Promotion.** One of the advantages of the MSD facilitation approach was the partnership with national versus local businesses. This allowed larger players with existing services and products to expand their operations within the FTF ZOI and become more inclusive in their approaches, to the benefit of local producers and value chain actors.
- **Mechanization.** The activity has demonstrated the benefits of mechanization in rice and other crop sectors. The support of mechanization service centers, training local service providers, and introduction of asset-based financing and franchise schemes have demonstrated promising results. If properly packaged for further use, these models have a good potential for scaling up. Utilization of rice transplanters has been challenging from the cost/benefit perspective.
- **Crop Diversification.** Successful diversification was somewhat limited by market price fluctuations and adverse weather conditions. What proved to be good for food and income resilience has not proved to be as good for longer-term business practices. Crops prone to suffer from adverse weather conditions are particularly challenging to advance and promote via donor development projects with only a five-year project life. However, RDC's promotion of climate-resilient crops, e.g., short-stem maize, and better practices in crop protection, mechanization, and procurement provided valuable lessons on how to partially mitigate the challenges of diversification.
- **Nutrition-intensive Crops.** Despite the known health benefits of zinc rice, available varieties must produce acceptable yields and profit for producers as well as meet consumer preferences and viable retail price points.
- **Bio-solutions.** Environmentally friendly and production-efficient models in agricultural bio-solutions e.g., Trichoderma seed inoculants, bio-pesticides, etc., developed by RDC faced limitations related to supply, regulatory restrictions, and an immature demand side. However, lesson learned from successful partnerships suggests that there is good potential for the increasing adoption of bio-solutions and the bio-solutions market.
- **Access to Finance/Banking.** The success of the integration, reorientation, and expansion to formal banking of the existing micro-merchant networks in (remote) rural areas has proven to be one of the most valuable lessons learned. In addition, RDC found that there is potential for a high level of women engagement. The RDC learning how to reduce the partner banks' risk in expanding in rural areas is another success story worth replicating alongside the modern digital banking solutions (mobile banking, POS, input credit). (See Recommendations.)

- **Information and Communication Technologies (ICT).** The COVID-19 pandemic pushed the activity and its private partners to scale up and adapt various ICT solutions for remote work.
- **Integrated Services.** The RDC guided private partners to learn the benefits of integrated delivery advisory, seed improvement, crop protection, farm management, financial, marketing, and procurement service—improving partners’ outreach in the FTF zone and the bottom line.
- **Scalable Models.** Strictly speaking, most of the innovations promoted by RDC have been tested for years and even decades by other USAID and non-USAID players in Bangladesh. However, the “facilitation” for private partners’ approach was innovative. Unfortunately, due to apparent time constraints, RDC was unable to “package” successful models to assist in future replication. The RDC’s “Outcome Harvesting Report” issued after the activity ended was the first attempt to make an inventory of, summarize, and describe the “scalable models.” However, a better packaging of the know-how could be achieved to assist future projects.
- **Systemic Change.** There are numerous MEL guidelines and reports intended to structure the SCOs. However, a lack of clear definitions of the expected systemic change, systemic change objectives (SCOs) and how to measure the SCOs from the start was a challenge to the activity. This led to some confusion with operational and FTF indicators and, finally, was not fully defined or measured until the end of the activity. As with the scalable results, the lesson learned is that activities should have sufficient time and adequate methodology to analyze and measure the systemic changes that could also realistically result from more than one USAID activity.

5. RECOMMENDATIONS

Drawing on the findings and conclusions presented above, the following are recommendations to inform future USAID programming in the areas of agricultural policy, research, and planning:

- **MSD Activities’ Implementation Phases.** Based on the ET’s experience with MSD, it takes an average of 18 months for an activity to develop an initial portfolio of partnerships with the private sector. The ET recommends an 18-month market research and partnership building period for future MSD activities, at least 36 months of implementation, and a 12-month scalable models analysis/packaging, replication, and dissemination phase.
- **Scalable Models.** Market System Development activities are recommended to develop “know-how” packages (e.g., manuals, guides, sample investment plans, etc.) for the successful scalable models and lessons learned cases for models that did not work.
- **Monitoring, Learning and Evaluation (MEL).** Activities’ MEL systems should be available for analysis for USAID, external monitors, and evaluators authorized by USAID. If USAID contractors use proprietary data management systems, evaluators still should be able to examine what and how the relevant data is fed into the system, how and by whom it is processed, and receive real-time MEL reports by indicators, outputs, and outcomes.
- **MSD Cooperation Modalities.** It is worth considering customized cooperation agreements to fit different types of private partners. There may be a potential for large international/national partners to fully fund the USAID-provided technical assistance/expertise, while some of the smaller partners with promising models could be initially fully financed by USAID with the funding phase-out provision.
- **Policy Advocacy.** Due to regulatory bottlenecks for seed and commodity trading in Bangladesh, it is recommended to incorporate policy advocacy in future MSD activities. A collective strategy and plan with private partners and agribusiness associations as well as direct work with the GOB

agencies should be considered. Scaling of new technologies at the local level and their sustainability largely depends on the endorsement of public agencies, especially the DAE in the crop sector.

- **Bio-solutions.** Further support to promote bio-solutions in agriculture is recommended as part of environment protection, promotion of “green” consumer preferences, enhanced productivity, and producer incomes. Collaboration with national and international research institutions and laboratories with best practices in bio-solutions development, testing, regulations, and promotion is highly recommended.
- **Zinc Rice.** Increased consumption of zinc biofortified rice has been an important USAID goal. The realistic challenge has been the development of varieties which result in high yields for farmers and meet consumer preferences for attributes and price. The new BRRI dhan 100 apparently meets all these requirements. As availability of this new variety becomes more plentiful, future USAID-funded projects involving rice should focus on this new variety or similar ones.
- **Banking and Access to Finance.** The Bank Asia, BRAC, and City Bank agent models supported by the activity are recommended for further assessment and dissemination. Further support for developing asset-based financing products, particularly for agri machinery acquisition, will be needed in FTF.
- **Gender and Youth.** The culturally and socioeconomically adapted women engagement models developed by the activity should be widely replicated in FTF and nationwide. Further gender-role promotion is necessary with private and government partners. Digital/ICT literacy programs for women and youth should be incorporated in any activity to reduce the digital divide, along with developing accessible internet access device and resources for gender. Training programs for youth focusing on mechanization will encourage them to remain engaged in agricultural occupations.
- **Mechanization.** In future activities dealing with agricultural mechanization, it is recommended to develop manuals and business plan examples for farmers, dealers, and businesses to demonstrate the benefits of mechanization for a range of crops. Step-by-step “how to franchise” manuals can be developed for public use. Future USAID MSD investments should target resolving cost/benefit challenges of critical equipment such as rice transplanters.
- **Getting Partners to Take New Products.** Further MSD activities that reduce risks of brand-new innovations and phase out of scaled support are recommended in future activities. A stronger focus on partnering with firms which have established processing facilities and market share at the consumer level could be more effective in encouraging producers to grow profitable and nutrient-rich foods intended for processing. The result of these relationships will ensure long-term financial benefits for producers and opportunities for processing firms to expand their market position.
- **Crop Diversification.** Future agriculture-related activities may consider introducing greater flexibility for types of crops. For example, having one project dedicated to horticulture while another is dedicated to ground crops often results in lost opportunities and/or conflicts between implementers. Often the private-sector firms targeted as potential partners in Bangladesh have product lines that involve several sub-sectors of agricultural production. Therefore, implementers working within a “silo” miss opportunities of potential benefit to producers. With a more flexible approach, farmer household incomes may become a more important achievement measure than aggregate yields and outputs per crop.
- **Information and Communication Technologies (ICT).** The future competitiveness of the agricultural sector will, to a great extent, depend on ICT adoption rates and further inclusive innovations. It is recommended to support affordable hardware, software, and connectivity solutions for the rural population. However, the marginal and remote farmers, women, and youth

are at risk of digital divide. Cooperation with the government and NGOs is necessary to focus on digital access for vulnerable groups.

- **Integrated Services.** It is recommended to scale up the integrated services tested by the activity, with increased focus on women and youth.
- **Privacy Concerns.** Privacy and digital security of all USAID activities' stakeholders should be seriously addressed and protected from activity onset. At the same time, USAID contractual mechanisms should clearly and explicitly state that USAID auditors and evaluators must have access to some of the private information of the stakeholders by default, with an option of certain exclusions. This should be extended to MSD partner agreements.
- **Access to Information for Evaluators/MEL Accessibility.** It is recommended that USAID includes a requirement for all activities to maintain audit- and evaluation-accessible MEL systems, with the capacity to produce real-time MEL reports by any USAID-approved activity/FTF indicator, gender, and other relevant data, even if the contractor partner also uses the data in their proprietary data systems.
- **Systemic Changes.** It is recommended to define the systemic changes that USAID/FTF want to achieve in Bangladesh/FTF ZOI and the indicators to measure the systemic change, and conduct ex-post and/or midterm Outcome Harvesting/ Systemic Changes evaluations for a cluster of activities—including RDC, Livestock, Nutrition, Horticulture, and Aquaculture. Instead of focusing on the attribution of each activity, we should identify, quantify, and package for replication the successful scalable models and progress on the systemic changes.

ANNEXES

ANNEX I: SCOPE OF WORK

USAID/Bangladesh

Tasking Request – S029

Date of Request: November 22, 2020

Type of Task:

Final performance evaluation for the Feed the Future Rice and Diversified Crops Activity.

Description of Activity: *(Guidance – please provide a short summary of the activity that will receive service/s; it should contain at minimum the objectives of the activity, anticipated results (or results if available) major challenges to implementation, and major successes); (Guidance – if this an assessment or special study, please provide topic, necessary explanation, and rationale for undertaking)*

This is the final performance evaluation for the Feed the Future Bangladesh Rice and Diversified Crops activity, hereafter referred as the Rice and Diversified Crops activity. The activity is being implemented by ACDI/VOCA.

The activity will catalyze market system changes that promote a diversified farm management approach oriented to intensified rice production and higher-value, nutrient-rich crops that will increase incomes and improve food security and nutrition in the Feed the Future (FTF) zone. This Activity will achieve its targets through facilitative interventions (targeted technical assistance) that create scalable market system impacts that ultimately benefit rural households with the added value of expanding opportunities for women and youth. The \$1.5 million Market Accelerator Fund will support strategic public-private partnerships with national and regional agribusinesses and business development service and facilitation providers. The Market Accelerator Fund will have a minimum leverage requirement of 1:1 but will be established on an individual basis where co-investments will be determined based on the level of facilitation intensity required.

Below is a brief description of the activity objective and anticipated main results:

Activity Objective: Improve Food Security through Systemic Changes that Increase Rural Incomes

The Rice and Diversified Crops activity will achieve this overall objective through increasing farm productivity and value chain actors' (particularly smallholder farmers') participation in profitable market systems. The Activity will facilitate strategic, market system-strengthening interventions to improve rice intensification and diversification within a competitive and inclusive market system. The Rice intensification will allow farming households to secure greater quantities of affordable rice and transition to profitable and diversified rice-based cropping patterns as well as generate off-farm income opportunities. These outcomes will positively impact food security by increasing and diversifying incomes and improving availability and access to nutrient-rich crops.

Result 1: Increased Farm Productivity

The Activity will continually identify the most effective and viable entry points within the seed, inputs, improved management practices, information, and services sectors. This requires identifying market system actors and market incentives for addressing the systemic constraints that affect each of the three major production related functions. The Rice and Diversified Crops activity interventions promote profitable rice-based cropping systems by creating the business case to invest in diversified cropping patterns. By aligning incentives and market actors, the activity will facilitate the wide scale adoption of promising technologies for rice and diversified crop production that lead to cost savings for farmers and market actors, enhanced farming practices, and develop inclusive business models.

Result 2: Increased Participation in Profitable Market Systems.

The Rice and Diversified Crops activity increases smallholder participation in profitable market systems by ensuring that rice and selected crops are both increasingly competitive, in terms of growth, value addition, and governance, as well as inclusive, in terms of the potential benefit for large numbers of smallholders, farmers and entrepreneurs. The Activity will achieve this result through facilitating collaboration and cooperation among system actors. Vertical cooperation will be enhanced so that lead firms have a more direct relationship with their suppliers, providing embedded services such as access to improved inputs and new technologies, product information, and financing. Horizontal cooperation will come through organization among farmer groups, miller associations, or brokers. Additionally, the Rice and Diversified Crops activity focuses on expanding supporting market actors that provide critical PHH and market information services to smallholders such as PHH, storage, and transport.

Please see attached the activity Program Description for more details.

The total estimated cost (TEC) for the Rice and Diversified Crops activity is \$24,480,000 and the duration is July 13, 2016, to July 12, 2021.

Research Question: *(Guidance – If an evaluation, please provide at least 3 research questions the evaluation team will consider)*

1. To what extent has the Rice and Diversified Crops activity been successful in achieving it's Intermediate Results 1 and 2?
2. How effective has the Rice and Diversified Crops activity's implementation approach been in strengthening of the relevant market systems, namely:
 1. ensuring that the incentives for each market system actor are aligned with the desired intervention and expected market system change;
 2. facilitating increased levels of cooperation (both horizontal and vertical); and
 3. catalyzing investment from market system actors, both public and private, to adapt and scale up investments in commercializing new technologies, inclusive business models, or value chain upgrading strategies
3. How successful has the activity been in using the Market Accelerator Fund to support the activity's objectives and address targeted market system constraints?
4. How successful has the activity been in:
 1. identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities?
 2. collaborating with the CSISA-Mechanization activity to strengthen access to machinery and tools through expanded commercial outreach of machinery manufacturers, dealers, and local service providers?
5. How successful has the Rice and Diversified Crops activity been in effectively integrating gender considerations and ensure equitable access for women, increase female engagement and empowerment, and promote women entrepreneurs?
6. How effective has the activity's MEL approach and tools been in measuring market system change? What are some of the lessons learned and based on lessons learned, what are some scalable interventions/technologies?

Geographic Coverage (Guidance – If this is third-party monitoring, please provide locations of sites to be visited)

The evaluation will cover the RDC working areas within the 21 districts of the Feed the Future Zone of Influence (FTF ZOI).

Dates of performance and timeline: (Guidance – Please provide an anticipated start date and or completion date. Please note that, depending on the complexity of the requested services, the period of performance, from initiation to completion, can be significant)

Expected start date is o/a February 1, 2021, with field work commencing o/a February 10, 2021.

Team Composition/Qualifications of Consultants

USAID recommends a three-person team for undertaking this evaluation. The team will include a Team Leader/Evaluation Specialist, a Markets System/Business Development Specialist, and an Agronomist.

Team Leader/Evaluation Specialist (International):

The Team Leader will:

1. Have a master's degree or higher degree in a relevant discipline such as Agriculture, International Development, Economics, Business Administration or Monitoring and Evaluation.
2. Have at least 15 years of experience in evaluating projects with focus on agribusiness, market systems development, public-private partnerships, for USAID or other international development or donor agencies.
3. Have significant experience in designing quantitative and qualitative surveys/studies/evaluations
4. Have strong knowledge and experience of crop cycles and production, value chains, support markets, finance etc.
5. Have knowledge of USAID Feed the Future program, USAID regulations and systems, performance monitoring and evaluation guidance, evaluation policy, gender policy, annual reporting etc.

The team leader will provide overall leadership for the team, and s/he will finalize the evaluation design, coordinate activities, arrange periodic meetings, consolidate individual input from team members, and coordinate the process of assembling the findings and recommendations into a high quality document. The team leader will possess good organizational and team building skills. S/he must demonstrate cultural sensitiveness, particularly when interacting with a range of stakeholders. S/he will lead the preparation and presentation of the key evaluation findings and recommendations to the USAID/Bangladesh team and the major stakeholders. S/he will have excellent communications and writing skills in English.

Markets System/Business Development Specialist (National):

The Markets System/Business Development Specialist will:

1. Have a minimum of a master's degree in agriculture, marketing, business, finance, and economics
2. Have 10+ years of experience in business development, market systems approach, and private sector engagement
3. Have strong knowledge of agricultural production systems in Bangladesh, including on the major crop production practices and markets
4. Have significant knowledge and experience in evaluations and/or assessments of projects with similar scopes
5. Have strong analytical skills

6. Have strong oral communications and writing skills in English

The Markets System/Business Development Specialist will provide technical assistance in the evaluation of the market system development, and private sector engagement interventions of the Activity. S/he will actively participate in the desk review of materials and assist the team leader in developing methodologies, work plans and report outlines. S/he will assist the team leader in setting and conducting interviews with relevant stakeholders and actively take part in these. S/he will participate in team meetings, site visits, and draft the report of the evaluation. S/he will also participate in presenting the report to USAID or other stakeholders and be responsible for addressing pertinent comments provided by USAID/Bangladesh or other stakeholders.

Agronomist (National):

The Agronomist will:

1. Have a minimum of a master's degree in agronomy, agricultural extension, or other agriculture related fields
2. Have a minimum of 10 years of experience in diversified crops production and value chain strengthening
3. Awareness of industry trends, technology, and developments
4. Strong research, decision making, critical thinking, and problem-solving skills
5. Have significant knowledge and experience in evaluations and/or assessments of projects with similar scopes
6. Have strong oral communications and writing skills in English

The Agronomist will provide guidance and technical assistance within the scope of the evaluation of the activity. S/he will actively participate in the desk review of various evaluation documents and tools, secondary source of information review, and assist the team leader in developing methodologies, work plans and report outlines and drafts. S/he will assist the team leader in setting and conducting interviews with relevant stakeholders and will actively participate in those assigned tasks. S/he will participate in team meetings, site visits, and draft the evaluation report. S/he will also participate in presenting the report to USAID or other stakeholders and be responsible for addressing pertinent comments/questions provided by USAID/Bangladesh or other stakeholders.

Deliverables: *(Guidance – In a bullet format, please provide a list of anticipated deliverables (e.g. Design proposal; Draft questionnaires, protocols and other data collection instruments; Updated SOW, if applicable; Draft Report; Mission Presentation; Final Report in electronic version that incorporates comments, statements of difference (if applicable), and appendices; data sets; etc.)*

The evaluation team will provide deliverables as per the USAID Bangladesh standard evaluation requirements.

ANNEX 2: STAKEHOLDER ANALYSIS

Primary Stakeholders/FAS Grantee Analysis

(Based on the FAS data provided by RDC on 4/22/2021)

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
78	Promotion of Agri Machineries in the FTF Zone.	Whole FTF area	Dhaka	Abedin Equipment Limited
75	Promotion and awareness creating of Combine Harvester and rice transplanter in the FTF zone.	Whole FTF area	Dhaka	ACI Motors Limited
38	Promote inoculants as part of nutrient management for the higher profitability of pulses and oilseeds farmers	Jhenaidah, Magura, Jashore, Kushtia, Norail, Meherpur, Barisal, Potuakhali, Barguna, Bhola, and Faridpur	Dhaka	Advanced Chemical Industries Limited
72	COVID-19 Response	Chuadanga, Jhenaidah, Jashore, Magura, Meherpur, Barishal, Bhola, Patuakhali, Bargu	Dhaka	
69	COVID-19 Response	Barishal, Faridpur, Gopalganj, Khulna, Bagerhat, Jessore, Magura, Jhenaidah, Chuadanga, Meherpur and Kustia	Dhaka	
21	Improving access to healthy rice seedlings through the development of seedling grower businesses	FTF zone	Dhaka	
29	Reaching Quality Agri-inputs to untapped Farmers through Infopreneurs	FTF zone	Dhaka	
43	Promotion of two new high-yielding rice varieties	Jashore and Jhenaidha	Dhaka	
44	Establish inclusive inputs distribution and marketing channel of Sunflower, Rice and Maize crop in Southern Delta	Barishal, Barguna, Potuakhali, Faridpur, Khulna, Bagerhat	Dhaka	
81	Promote inoculants as part of nutrient management for the higher profitability of pulses and oilseeds farmers.	Jhenaidah, Magura, Jashore, Kushtia, Norail, Meherpur, Barisal, Potuakhali, Barguna, Bhola, and Faridpur	Dhaka	Agro-input retailers' network (AIRN)
25	Digital Financial Inclusion for Smallholder Farmers	Southern region of Bangladesh	Khulna	
45	Ideal value chain of high-yielding varieties BRRI Dhan72 and BRRI Dhan74 zinc rice seed and grain	FTF Zone	Jashore	Ali Seed Farm
63	COVID-19 Response	FTF zone	Jashore	
79	Promotion of Agri Machineries in the FTF Zone.	Whole FTF area	Sylhet/Dhaka	Alim Industries Ltd.

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
30	Piloting advisory services and professional application of crop protection products to better serve farmers	Chuadanga, Jhenaidah, Jashore	Dhaka	Auto Crop Care Limited
59	COVID-19 Response	Chuadanga, Jhinaidha, Jashor, Magura, Meherpur, Kustia, Rajbari, Khulna, Bagerhat, Satkhira, Faridpur, Gopalganj	Dhaka	
24	Digital Financial Inclusion for Smallholder Farmers	Southern region of Bangladesh	Dhaka	Bank Asia Limited
65	COVID-19 Response	Entire Feed The Future Zone (Southwestern Bangladesh)	Dhaka	
3	Provision of farmer advisory services through company managed crop clinics	Jashore	Dhaka	Bayer Crop Science Limited
42	Making digital shift in agronomic advisory services to meet the needs of farmers and connecting distribution channels for ensuring quality inputs (hybrid rice and maize seed and crop protection) in FTF zone.	Barishal and Khulna region	Dhaka	
61	COVID-19 Response	Barishal and Khulna region	Dhaka	
60	COVID-19 Response	Bhola district	Dhaka	Bombay Sweets & Co. Ltd. (BSCL)
12	Contract grower scheme for aromatic rice and mustard production.	Jashore	Dhaka	
27	Production and procurement of groundnut from char island farmers through intermediary led procurement business model.	Bhola District	Dhaka	
53	Study tour of US peanut processing equipment manufacturer and supplier	FTF zone	Dhaka	
70	COVID-19 Response	Entire Feed the Future Zone (Southwestern Bangladesh)	Dhaka	BRAC Bank Limited
58	To instigate Feed the Future agribusinesses in adopting e-commerce digital platform to market, advertise regional procured rice & diversified crops to the lucrative urban customers of the greater Dhaka region. Leveraging ICT technologies to improve quality, efficiency, and growth of inclusive business models.	Entire Feed the Future Zone (Southwestern Bangladesh)	Dhaka	Chaldal Limited
64	COVID-19 Response	Entire Feed the Future Zone (Southwestern Bangladesh)	Dhaka	

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
52	Promotion and marketing of quality sesame seed, Short duration T. Aman seed by introducing a comprehensive Sesame Advisory Service (SAS) for sesame farmers in FTF zone	Faridpur, Rajbari, Kushtia, Jhenaidah, Magura and Khulna		Dynamic Agro Science
74	COVID-19 Response	Chuadanga, Jhenaidah, Jashore, Magura, Meherpur, Barishal, Bhola, Patuakhali, Barguna		
73	Promote the use of quality inputs including micronutrients, Bio-stimulant and Trichoderma in the FTF zone.	Chuadanga, Jhenaidah, Kushtia, Meherpur, Narail, Magura, Satkhira, Khulna, Bagerhat, Faridpur, Rajbari, Barishal, Bhola, Barguna, Patuakhali, Shariatpur, Madaripur, Gopalganj and Jashore	Dhaka	Haychem (Bangladesh) Limited (HBL)
28	Piloting I Soft Point of Sales (POS) Technology Solutions with 4 Jashore-based Dealers	Jashore	Dhaka	I Soft
7	Establishing "One stop agriculture service centre" in FTF Zone	Jashore, Barishal	Dhaka	Ispahani Agro Ltd.
57	Ispahani Agro Ltd.'s ultimate approach to the farmers is 'Total Crop Management' (TCM).	Entire FTF area	Dhaka	
46	To expand sesame exports further and aims to reach a volume of 2000 MT in the coming season	Rajbari, Faridpur and Kushtia	Rajbari	JADID Corporation
9	Production and marketing of Black Sesame by contract growers for an export market.	Barishal	Dhaka	JADID Grain Industries Ltd (JGIL)
1	Procurement through collection points of 600 MT of Bari mung6 mung bean for sale to dal processors. Crop to be produced by 1,000 farmers in 40 groups in Patuakhali District trained in mung bean production by JF	Barishal	Dhaka	Just Farming Bangladesh
13	Using incentives to secure farmer loyalty in a contract grower scheme.	Jashore	Chuadanga	Konika Seed Company (KSC)
48	Increase farmers' access to new agri-machineries, premium crop varieties and technologies	Chuadanga, Meherpur, Jhenaidah, Kushtia, Jashore, Magura, Narail, Faridpur and Rajbari districts	Chuadanga	
62	COVID-19 Response	Chuadanga, Meherpur, Jhenaidah, Kushtia, Jashore, Magura, Narail, Faridpur and Rajbari districts	Chuadanga	
4	Spreading mechanized farming to FTF zones' farmers	Jashore, Barishal	Dhaka	Krishibid Farm Machinery & Automobiles Ltd.
71	COVID-19 Response	Barishal, Khulna, Jashore region	Dhaka	Lal Teer Seed Limited
35	33rd Annual Georgia peanut tour, USA	FTF zone	Dhaka	

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
26	Piloting Link-Up Point of Sales (POS) Technology Solutions with 3 Jashore-based Dealers	Jashore	Dhaka	Link-Up Technology Ltd.
22	Piloting Mediasoft Point of Sales (POS) Technology Solutions with 4 Jashore-based Dealers	Jashore	Dhaka	Mediasoft Data Systems Ltd.
55	Promotion and marketing of quality sesame seed, by introducing a comprehensive Sesame Advisory Service (SAS) for sesame farmers in FTF zone.	Rajbari, Kushtia , Khulna, Madaripur, Faridpur , Magura, Jhinaidoh, Jessore	Dhaka	Metal Agro Ltd
14	Procuring quality sunflower through a subcontract system in Khulna Division	Khulna	Mymensingh	MRT Agro Products BD Limited
16	Promoting maize production in the Southern region through an alliance between input and feed companies	Rajbari, Faridpur, Bhola, Patuakhali, Barishal and Jhenaidah	Dhaka	NAAFCO (PVT.) Limited
33	33rd Annual Georgia peanut tour, USA	FTF zone	Dhaka	
47	To develop a robust and effective distribution channel for agricultural inputs integrating smallholder farmers in the FTF Zone	Barguna, Potuakhali, Bhola, Barisal, Gopalganj, Bagerhat, Jhenaidah, Khulna, Faridpur.	Dhaka	
54	Increase farmers' awareness on quality sesame production and procurement.	Khulna, Satkhira, Jashore, Narail, Chuadanga, Jhenaidah, Magura, Narail, and Rajbari	Khulna	Natural Agro Process Centre
67	COVID-19 Response	Khulna, Satkhira, Jashore, Narail, Chuadanga, Jhenaidah, Magura, Narail, and Rajbari	Khulna	
2	Procurement of 500 MT sunflower from 1,500 farmers in Barguna & Patuakhali districts. Farmers organized into groups, with collection points and trained in sunflower production by NCPL	Barishal	Dhaka	Northern Consumer Products Ltd.
19	Strengthening sunflower growers to ensure quality grain for sustainable processing, branding, and marketing of edible sunflower oil	Barguna, Patuakhali, Pirojpur	Dhaka	
11	Integrated marketing strategies to support hybrid rice production	Jashore, Barishal	Dhaka	Partex Agro Limited
37	Test and promote varietal performance of new high-yielding USA variety groundnut seed and strengthen a robust customer-oriented distribution channel for existing variety groundnut seed and inputs	Faridpur, Jashore, Barisal	Dhaka	
34	33rd Annual Georgia peanut tour, USA	FTF zone	Dhaka	

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
5	Sourcing quality maize from the southern region through inclusive procurement models	Jashore	Khulna	PCF Feed Industries
39	Promote improved varieties of CORTEVA maize seed and strengthen a robust customer-oriented distribution channel for higher production of maize	Jhenaidah, Chuadanga, Kushtia, Meherpur, Pirojpur, Bhola, Faridpur, and Rajbari	Dhaka	Petrochem Bangladesh Limited
41	Collaborative works lead by input company increase farmer access to quality hybrids for getting better yield and guaranty of marketing in the FTF zone	Jashor, Norial, Magura, Bagerhat, Gopalganj, Borisal, Kustia, Rajbari, Madaripur	Dhaka	
56	Promote improved varieties of CORTEVA maize and rice seed and expansion of the market of those for higher profitability of farmers in FTF zone.	Hybrid Rice: Khulna, Shatkhira, Chuadanga, Meherpur, Pirojpur Hybrid Maize: Jhenaidah, Chuadanga, Meherpur, Kushtia	Dhaka	
8	Using farmer training in rice production and facilitating market access for farmers to rice mill managed markets as an innovative approach to fine grain hybrid rice seed marketing	Barishal	Dhaka	
10	Promoting maize cultivation in the southern region through an inclusive customer focused business model	Jashore, Barishal	Dhaka	
36	Expansion of Krishi Hub and digital platform for selling inputs and procuring farmers goods from the FTF zone	Chudanga, Jhinaidha, Borguna, Potuakhali	Dhaka	PRAN GROUP
20	Introduce formal contract farming to produce quality mung bean and processing & marketing of mung dal	Nalchity, Barishal Sadar and Bakergonj	Barishal	Prantojon Agro Enterprise
80	Mitigating quality mung bean seed shortage and low productivity through enhancing branding and marketing of improved quality mung bean seed and inoculant combo offer in Char/Remote areas of FTF zone.	Barishal, Jhalokathi, Patuakhali, Barguna and Bhola	Barishal	Prantojon Agro Enterprise
49	To instigate Bangladeshi farming community in utilizing digital communication to improve agricultural outcomes by bringing the farmers community closer together through Robi's specially designed social media platform titled "Krishi Bhai"	Entire FTF Zone (Southwestern Bangladesh)	Dhaka	Robi Axita Limited

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
6	Process, promote and market mung dal by sourcing quality mung beans through a contract farming system	Barishal	Barguna	SACO Enterprise
17	Processing, Promote and Market Mung Dal by Sourcing Quality Mung Beans through Contract Farming System	Barguna District	Barguna	
50	SUKUMAR VANDER plans to focus on the 15 most potential Haat Bazars around their processing mill in Faridpur and potential bazars of FTF to expand their sesame procurement, processing and marketing business and aims to reach a volume of 2500 MT in the coming season	Faridpur, Rajbari, Jhinaidha, Magura, Kustia		Sukumar Vendor
18	Promoting Sunflower cultivation in Southern Part of Bangladesh	Southern part of Bangladesh	Dhaka	Supreme Seed Company Limited
31	Piloting face-to-face advisory services to better serve farmers	FTF zone	Dhaka	
77	To enhance credit offering to micro, small and medium (MSME) enterprises and develop and promote financial products for agricultural equipment. Riding on the distribution channels of financial institutions, a strong supply chain financing footprint can be leveraged to catalyze the adoption of Asset Based Financing Instruments (ABF) in the United States Agency for International Development (USAID) Feed the Future (FTF) zone	Entire Feed the Future Zone (Southwestern Bangladesh)	Dhaka	The City Bank Ltd.
15	Mechanized rice production using a rebate incentive system	Jashore	Dhaka	The Metal (Pvt.) Limited
32	33rd Annual Georgia peanut tour, USA	FTF zone	Dhaka	
76	Promotion of Metal's Mechanized Agro Solutions Through Franchise Model.	Whole FTF area	Dhaka	
51	Supply Chain Development for Quality Seed and Grain of Premium Rice Varieties	Narail, Jashore, Magura, Faridpur, Rajbari and Gopalganj district.	Narail	Ujirpur Organic Multipurpose Cooperative Society Limited (UOMCSL)
66	COVID-19 Response	Narai, Jashore, Magura, Faridpur, Rajbari and Gopalganj Districts	Narail	Unisoft Systems Limited
23	Piloting Unisoft Point of Sales (POS) Technology Solutions for 3 Jashore-based Dealers	Jashore	Dhaka	Unisoft Systems Limited

No	USAID Facilitation	Location/Working Areas/ Place of Performance	Head Office Location**	Private Sector Partner
40	Promote inoculants as part of nutrient management for the higher profitability of pulses and oilseeds farmers	Chuadanga, Jhenaidah, Jashore	Dhaka	Xplore Business Limited
68	COVID-19 Response	Chuadanga, Jhenaidah and Jashore	Dhaka	

** Tbc in consultation with RDC/BMEL before field visits start.

Secondary Beneficiaries – Producers and Local Value Chain Actors

Beneficiary Breakdown by Type	No
Farmers	6,699
Aggregators	38
Extension Agents	16
Input Dealer	670
Local Service Provider (LSP)	6
Retailer	548
Trader	132
Total Non-farmers/LSP	1,410

RDC Partners Public Administration and Research Organizations

No	Location	Organization/Department
1	Mymensingh	Department of Agronomy
2	Gazipur	Oilseed Research Center, BARI
3	Bogra	Bio-technology Department
4	Barishal Sadar	DAE
5	Barishal Sadar	BADC
6	Wazirpur, Barishal	DAE
7	Barishal Sadar	BADC
8	Rahamatpur, Barishal	BARI, Barishal
9	Barishal Sadar	DAE Barishal
10	Faridpur	BARI, Faridpur
11	Khulna	ATI, Khulna
12	Khulna	DAE, Khulna
13	Khulna	DAE, Khulna
14	Khulna	Khulna University
15	Chuadanga	DAE, Chuadanga
16	Meherpur	DAE, Meherpur

ANNEX 3: KEY INFORMANT INTERVIEWS

MAF/FAS Partners

No	Date	District	Gender	Organization	Name	Owner/Hire	Position
1	7-Jul-21	Barguna	Male	SACO Enterprise	K.S.M Fakhrul Alam	Founder	Proprietor
2	7-Jul-21	Dhaka	Male	Link-Up Technology Ltd.	Md. Mozammel Hossain	CEO	CEO
3	7-Jul-21	Dhaka	Male	Robi Axiata Ltd.	Shahriar Sabrir Khan	Employee	Manager, Digital VAS & New Businesses
4	10-Jul-21	Dhaka	Male	Auto Crop Care Limited.	Abul Bashar Md. Kamal	Employee	Business manager – seed.
5	10-Jul-21	Dhaka	Male	The Metal Pvt. Limited	Md. Mahmudul Hassan	Employee	Sr. Executive – business development.
6	10-Jul-21	Dhaka	Male	Haychem (Bangladesh) Ltd.	Md. Kamrul Alam	Employee	Manager – sales and marketing
7	10-Jul-21	Dhaka	Male	Bayer Crop Science Limited	Md. Johirul Islam	Employee	Channel engagement manager
8	11-Jul-21	Barisal	Male	Prantojon Agro Enterprise	Md. Tauhedul Islam Shahazada	Proprietor	Proprietor
9	12-Jul-21	Dhaka	Male	Partex Agro Limited	Md. Mostafizur Rahman	Former Employee	Lead, Marketing and Business Development
10	14-Jul-21	Dhaka	Male	Xplore Business Ltd.	Sabbir Ahmed	Director	Director
11	17-Jul-21	Dhaka	Male	BRAC Bank Ltd.	S M Saiful Islam	Employee	Head of Agriculture Finance
12	20-Jul-21	Dhaka	Male	Just Farming	Mohammad Harunur Rashid	Partner	Chief Operating Officer.
13	25-Jul-21	Dhaka	Male	Agriculture Input Retailers Network (AIRN)	Zunaed Rabbani	CEO	CEO
14	25-Jul-21	Dhaka	Male	Abedin Equipment Ltd.	Md. Rizwanur Rahman	Employee	Assistant Manager – Sales and Marketing
15	26-Jul-21	Dhaka	Male	NAAFCO (Pvt.) Ltd.	Md. Sultan Mahmud	Employee	General Manager (Business development)
16	26-Jul-21	Dhaka	Male	ACI Seeds, ACI Limited	S S R M Mahe Alam Sorwar	Employee	Assistant Manager – Corporate Sales
17	27-Jul-21	Khulna	Male	Poultry, Cattle and Fish Feed (PCF) Feed	Salim Ullah Gazi	Employee	Project In-charge
18	27-Jul-21	Dhaka	Male	Krishibid Farm Machinery and Automobiles Ltd.	Abu Hena Mastafa Kamal	CEO	CEO
19	27-Jul-21	Jessore	Male	Ali Seeds Farm	Md. Shahanwas Ali	Proprietor	Proprietor
20	28-Jul-21	Dhaka	Male	The City Bank Limited	A. Mahbubur Rahman (his colleague who also attended: Mr. Firoz Salah: 01813-658472)	First Vice President	Head of products

No	Date	District	Gender	Organization	Name	Owner/Hire	Position
21	28-Jul-21	Dhaka	Male	Ispahani Agro Ltd.	Ashraf Uddin Ahmed	DGM	DGM
22	28-Jul-21	Dhaka	Male	I Soft	Sarwar Hossain	CEO	CEO
23	29-Jul-21	Dhaka	Male	Northern Consumer Products Ltd.	Md. Mahbub-ul-Alam	Employee	Head of Operations
24	7-Aug-21	Dhaka	Male	Supreme Seed Company Ltd.	Md. Mahtab Uddin	Director	Deputy Managing Director
25	1-Jul-21	Dhaka, Syhet	Male	Alim Industries Ltd.	Engr. Md. Humayun Kabir	Employee	General Manager
26	7-Jul-21	Chuadanga	Male	Konika Seed Company (KSC)	Md. Nur Alam Liton	Factory owner	Proprietor
27	15-Jul-21	Dhaka	Male	Unisoft System Limited	Mostofa Zaman	Employee	Head of software development
28	10-Jul-21	Dhaka	Male	Petrochem (Bangladesh) Limited	Md. Shakhawat Hossain	Employee	Senior Manager-Market Development
29	15-Jul-21	Narail	Male	Ujirpur Organic Multipurpus Cooperative society Ltd.	Md.Abdul Kuddus	Employee	Project Manager
30	18-July-21	Dhaka	Male	Bombay Sweets and Co. Ltd.	Narayan Datta	Supply Chain Management Department.	Assistant Manager
31	26-July-21	Dhaka	Male	Pran Agro Business Ltd.	Kamruzzaman Tito	Pran Agro Business Ltd.	AGM
32	11-Jul-21	Dhaka	Male	JADID Grain Industries Ltd. (JGIL)	Jayed Al Kawser	Factory owner (Proprietor)	
33	14-Jul-21	Dhaka	Male	Lal Teer Seed Limited	Mohammad Ishtiaque Alam	International Business & Projects	Manager
34	18-July-21	Dhaka	Female	Bank Asia Limited	Rumana Akhter Tulee	Employee	First Assistant Vice President
35	8-Jul-21	Dhaka	Male	Chaldal Ltd.	Naveed Akbar	Senior Director, Chaldal Ltd	
36	7-Jul-21	Khulna	Male	Natural Agro Process Centre	Md.Habibur Rahman Akon	Proprietor	Factory Owner
37	13-Jul-21	Dhaka	Male	Mediasoft Data Systems Ltd.	Md. Nuruzzaman Jony	Employee	Manager Business Development
38	7/11/2021	Dhaka	Male	JADID Corporation	Jayed Al Kawser	Factory owner (Proprietor)	
39	24-Jul-21	Mymensingh	Male	MRT Agro Products BD Limited	Rafiqul Islam	Director (Operation)	

KIIS – USAID, Research Institutions, Government, and RDC Managers and Specialists

No	Date	District	Gender	Organization	Name	Position
1.1	8-Jul-21	Dhaka	Female	USAID Bangladesh	Farzana Yasmeen	Program Management Specialist, Economic Growth Office
1.2	8-Jul-21	Dhaka	Male	USAID Bangladesh	Jacob Morrin	Agriculture Officer, RDC Agreement Officer Representative (AOR)
1.3	8-Jul-21	Dhaka	Male	USAID Bangladesh	Mohammad Sayed Shibly	Project Management Specialist, Economic Growth Office
2	19-Jul-21	Dhaka	Male	CSISA	Tim Russel	RDC COP in 2018, SSTA in CSISA
3	26-Jul-21	Dhaka	Male	FTF Bangladesh Nutrition Activity (BNA)	Jamal Khetran	COP
4	16-Jul-21	Dhaka	Male	USAID Bangladesh	Anar Khalilov	Ex-AOR for RDC
5	8-Jul-21	Dhaka	Male	USAID Bangladesh	Osagie Aimuwu	Deputy Director Office of Economic Growth
6	24-Jun-21	Dhaka	Male	RDC	Cuan Opperman	COP
7	23-Jul-21	Dhaka	Male	RDC	Sami Saran	Team Lead – Core Market Systems
8	28-Jul-21	Dhaka	Male	RDC	Mayaz Kabir	Market Systems Manger – Finance & ICT
9	23-Jul-21	Dhaka	Male	RDC	A F M Mominul Haque	Market Systems Manager
10	28-Jul-21	Barishal	Male	RDC	Kallol Kumar Roy	Market Systems Manager
11	31-Jul-21	Dhaka	Male	RDC	Bilash Mitra	Team Lead-MEL
12	29-Jul-21	Dhaka	Female	RDC	Anne Kola	Director of Finance & Administration
13	28-Jul-21	Dhaka	Male	RDC	Ramendra Chandra Sarkar	Market Systems Manager
14	29-Jul-21	Jashore	Male	RDC	A K M Ferdous	Market Systems Manager
15	28-Jul-21	Dhaka	Male	RDC	Md. Haider Jahan Khan	Market Systems Manager
16	29-Jul-21	Dhaka	Female	RDC	Bidowra Tahmin Khan	Team Leader, Support Market Systems and Social Inclusion
17	6-Jul-21	Narail	Male	Department of Agriculture and Extension	Kbd S M Ferdous, PhD	Principal (Ex DD, DAE, Narail), ATI-Khulna
18	6-Jul-21	Khulna	Male	Department of Agriculture and Extension	Md. Nazrul Islam	Seed Certification officer, Khulna
19	6-Jul-21	Chuadanga	Male	Department of Agriculture and Extension	Kbd Ali Hasan	Ex-DD, DAE Office, Chuadanga, and AD-Khamarbari, Dhaka
20	8-Jul-21	Dhaka	Male	Consiglieri Pvt. Ltd., APS 2019 Subcontractor	Abdullah Al Shakib	Director of Research
21	9-Jul-21	Dhaka	Male	Capacity Building Service Group (CBSG), APS 2019 Subcontractor	Joyanta Roy	Co-founder and Chairman
22	9-Jul-21	Dhaka	Male	Data Management Aid (DMA), APS 2019 Subcontractor	Maqbul Hossain Bhuiyan	Executive Director
23	12-Jul-21	Mymensingh	Male	Bangladesh Agricultural University	Dr. M A Kader	Professor (on lien), Dept. of Agronomy

No	Date	District	Gender	Organization	Name	Position
24	14-Jul-21	Bogra	Male	Rural Development Academy (RDA), Bogra	Md. Mizanur Rahman	Director – Agriculture
25	15-Jul-21	Barisal	Male	Bangladesh Agricultural Development Corporation - BADC	Md. Abid Hasan	Asstt. Director, BADC, Barisal
26	19-Jul-21	Dhaka	Male	IRRI, Dhaka	Md. Sirajul Islam	Chief of Party, FTF BD IRRI Rice Breeding Public Private Partnership Platform Activity
27	27-Jul-21	Jessore	Male	District Seed Certification Office, Jessore and Jhenaidah	Kbd. Md. Abdul Kader	District Seed Certification Officer, Jessore and Jhenaidah
28	29-Jul-21	Magura	Male	DAE, Magura	Sushanta Kumar Pramanik	DD, DAE, Magura
29	30-Jul-21	Khulna	Male	Seed Certification Agency, Khulna Division	Paresh Kumar Roy	Regional Seed Certification Officer
30	30-Jul-21	Meherpur	Male	DAE, Meherpur	Shopon Kumar Kha	DD - DAE, Meherpur
31	5-Jul-21	Barishal	Male	DAE, Barishal	Proshanto Halder	AEO, UAO Office
32	5-Jul-21	Gazipur	Male	BARI, CSO Plan BD, Gazipur	Dr.Mubarak Ali	Agricultural researcher
33	5-Jul-21	Khulna	Male	Khulna University	Bidhan Chandra Sarkar	Associate professor
34	5-Jul-21	Barishal	Male	BADC	Dr.Md.Akter Hossain Khan	DD
35	14-Jul-21	Barishal	Male	BARI	Raziuddin	Scientific Officer, OFRD
36	11-Jul-21	Jessore	Male	CSISA/CIMMIYT	Dr. Shafiqul Islam Khandakar	CIMMYT Hub Manager
37	5-Jul-21	Faridpur	Male	BARI	Dr. Selim Ahmed	Principal Scientific Officer, RARS-Faridpur

ANNEX 4: DATA COLLECTION INSTRUMENTS

এক্সনেক্স ৪: তথ্য সংগ্রহের উপকরণ

Final Performance Evaluation of Rice and Diversified Crops (RDC) Activity

আরডিসি কার্যক্রমের চূড়ান্ত কর্মদক্ষতার মূল্যায়ন

Key Informant Interview Guideline				
Target group: USAID Mission, USAID Projects, GOB Partners, Research Institutes, Other Development Partners				
প্রধান তথ্যদাতার সাক্ষাৎকারের নির্দেশিকা				
অভীষ্ট গোষ্ঠী: ইউএসএআইডি মিশন (USAID Mission), ইউএসএআইডি এর প্রকল্পসমূহ (USAID Activity), সরকারী সহযোগী সংস্থা, গবেষণা প্রতিষ্ঠানসমূহ, ও অন্যান্য উন্নয়নমূলক সহযোগী প্রতিষ্ঠানসমূহ				
Date: তারিখ:	Start Time: শুরুর সময়:		End Time: সমাপ্তির সময়:	
Location: অবস্থান:	Upazila: উপজেলা:		District: জেলা:	
Respondent's category উত্তরদাতার ধরণ	USAID RDC/ACDI-VOCA CSISA/CIMMIYT LPIN/ACDI-VOCA BANA/WorldFish GOB Partners DAE Research Institutes Other Donors ১. ইউএসএআইডি ২. আরডিসি/এসিডিআই-ভোকা ৩. সিএসআইএসএ/সিআইএমএমআইআইটি ৪. এলপিআইএন/এসিডিআই-ভোকা ৫. বিএএনএ /ওয়ার্ল্ড ফিশ	Sex: ১. Male ২. Female ৩. Third Gender লিঙ্গ: ১। পুরুষ ২। মহিলা ৩। তৃতীয় লিঙ্গ	Age: বয়স	Education: শিক্ষা

	৬. সরকারী সহযোগী সংস্থা ৭. ডিএই ৮. গবেষণাকারী প্রতিষ্ঠান ৯. অন্যান্য দাতা সংস্থা			
Organization: সংস্থা:				
Respondent's Name, Positions and Contacts: উত্তরদাতার নাম, পদবী ও যোগাযোগের নাম্বার:	1. 2. 3. 4. 5.			
Interviewed by: সাক্ষাৎকার গ্রহণকারী				
Note taker: তথ্য লিপিবদ্ধকারি				
Facilitator: ফেসিলিটেটর				
Note to Moderator: মডারেটরের করণীয় বিষয়সমূহ:	It is possible that not all selected interviewees may have detailed knowledge of the RDC activity. However, their views on RDC operations may be informative for the evaluation as they are involved in the technical and geographical areas where RDC operates. In this case, some of the RDC activities should be explained in more detail before collecting the views of the interviewee. আরডিসি কার্যক্রম সম্পর্কে নির্বাচিত সকল সাক্ষাৎকার প্রদানকারীর বিশদ জ্ঞান নাও থাকতে পারে। তবে আরডিসি এর কার্যক্রম সম্পর্কে তাদের মতামত তথ্যমূলক হতে পারে কারণ আরডিসি যেখানে কার্যক্রম পরিচালনা করে সেখানের ভৌগলিক অবস্থান ও প্রযুক্তির সাথে তারা জড়িত। এ ক্ষেত্রে সাক্ষাৎকার প্রদানকারীর মতামত সংগ্রহের আগে তাকে আরডিসির কিছু কার্যক্রমের বিশদভাবে ব্যাখ্যা প্রদান করুন।			

Informed consent KII

Thank you for taking the time to talk to us today. My name is _____ and my colleague's name is _____. We work for BMEL on behalf of USAID and are conducting an evaluation of the USAID-funded "Feed the Future Bangladesh Rice and Diversified Crops (RDC)" Activity implemented by ACDI/VOCA. This Activity has been implemented in 26 districts in southern Bangladesh's Zone of Influence (ZOI) over the past five years. You and/or your organization have been recommended to us as one of the key stakeholders able to provide expert insights on this topic. Your participation in this interview is voluntary. I would like to ask you some questions regarding the RDC Activity. Your views will inform our recommendations about future USAID programming in Bangladesh. We

encourage you to be as candid as possible. There are no right or wrong answers to the questions. Whatever you say will be helpful to us. Would you kindly agree to participate in this interview? It will take about one hour.

KII গ্রহণের সম্মতি

আমাদের সাথে আজ কথা বলার সময় দেওয়ার জন্য আপনাকে ধন্যবাদ। আমার নাম এবং আমার সহকর্মীর নাম.....। আমরা ইউএসএআইডি (USAID) এর বিমেল (BMEL) কার্যক্রমে কাজ করি এবং ইউএসএআইডি (USAID) -এর অর্থায়নে পরিচালিত “ ফিউ ডি ফিউচার বাংলাদেশ রাইস এন্ড ডাইভারসিফাইড ক্রপস (আরডিসি) কার্যক্রমের মূল্যায়ন পরিচালনা করছি যা এসিডিআই/ভোকা (ACDI/VOCA) কর্তৃক বাস্তবায়িত হচ্ছে। এই কার্যক্রম গত পাঁচ বছর যাবত দক্ষিণের Bangladesh's Zone of Influence (ZOI) এর ২৬ টি জেলায় বাস্তবায়ন করা হয়েছে। আপনি এবং / অথবা আপনার সংগঠন এই বিষয়ে বিশদ তথ্য সরবরাহ করতে পারবেন বিধায় অন্যতম স্টেকহোল্ডার হিসাবে আমাদের কাছে সুপারিশ করা হয়েছে। এই সাক্ষাত্কারে আপনার অংশগ্রহণ স্বেচ্ছামূলক। আমি আপনাকে আরডিসি (RDC) কার্যক্রম সম্পর্কিত কিছু প্রশ্ন জিজ্ঞাসা করতে চাই। আপনার মতামত/ দৃষ্টিভঙ্গি বাংলাদেশে ইউএসএআইডি (USAID) এর ভবিষ্যত কার্যক্রম পরিকল্পনায় সুপারিশ করতে আমাদের সহায়তা করবে। আপনি যথাসম্ভব নিজে থেকে সঠিক তথ্য প্রদান করবেন বলে আশা করি। এখানে প্রশ্নের সঠিক বা ভুল উত্তর নিয়ে চিন্তিত হবার কোন কারন নেই। আপনি যা মতামত প্রদান করবেন তা আমাদের জন্য সহায়ক হবে। আপনি কি এই সাক্ষাত্কারে অংশ নিতে সম্মত আছেন? সাক্ষাত্কার প্রদানে এক ঘন্টা সময় লাগবে।

Confidentiality

Before we begin, I want to let you know that any information or examples we gather during this interview will not be attributed to you personally. Your privacy will be protected. We will not include your name or any information that would make it possible for anyone to identify you when they read our report. We also ask that what we discuss today remains with us alone, and you do not share with others when we have gone.

My colleague and I will take notes to make sure we do not miss any important points you make. This tape recorder will make sure I do not miss what you tell me. **(Show the recorder to the respondent.)** Your information and opinion are very important to us.

গোপনীয়তা

সাক্ষাত্কার শুরু করার আগে, আমি আপনাকে জানাতে চাই যে, এই সাক্ষাত্কারের সময় আমরা যে তথ্য বা উদাহরণ সংগ্রহ করব তা ব্যক্তিগতভাবে আপনার জন্য ক্ষতির কারণ হবে না বা আপনাকে দায়ী করা হবে না। আপনার গোপনীয়তা সুরক্ষিত করা হবে। যখন কেউ আমাদের প্রতিবেদনটি পড়বে তখন আপনাকে সনাক্ত করা সম্ভব এমন কোনও তথ্য বা আপনার নাম অন্তর্ভুক্ত করা হবে না। আমরা আরও অনুরোধ করছি যে, আমরা আজ যা আলোচনা করব তা কেবল আমাদের মধ্যে থাকবে। আমরা যখন চলে যাব তখন আপনি অন্যদের সাথে এসকল তথ্য আলোচনা করবেন না।

আপনার দেয়া গুরুত্বপূর্ণ তথ্য যেন বাদ না যায় বা ভুল না হয় তা নিশ্চিত করতে আমার সহকর্মী এবং আমি তথ্যসমূহ লিখে নিবো /লিপিবদ্ধ করবো। এছাড়া এই টেপ রেকর্ডারে (সাক্ষাত্কারকারীকে রেকর্ডার দেখান) মাধ্যমে আমরা সাক্ষাত্কারটি রেকর্ড করব যার ফলে কোন তথ্য বাদ বা ভুলে গেলে শোধরে নিতে পারব। আপনার তথ্য এবং মতামত আমাদের জন্য খুব গুরুত্বপূর্ণ।

Right to ask questions and report concerns

You have the right to ask questions about this evaluation and to have those questions answered by us before, during or after the interview. Do you have any questions for me at this time?

If you have any questions about the evaluation at a later stage, feel free to send an e-mail to the Bangladesh Monitoring, Evaluation, and Learning Activity Chief of Party, John Roscoe, at: jroscoe@engl.com

সাক্ষাত্কারপ্রদানকারীর প্রশ্ন জিজ্ঞাসা এবং উদ্বেগ প্রকাশ করার অধিকার

সাক্ষাত্কারের আগে, চলাকালীন সময়ে বা পরে এই মূল্যায়ন সম্পর্কে আপনি আমাদের যে কোন প্রশ্ন জিজ্ঞাসা করতে পারেন এবং আমরা আপনার প্রশ্নের উত্তর দিব। এই মুহুর্তে আপনার কি আমার জন্যে কোনও প্রশ্ন আছে?

পরবর্তী পর্যায়ে যদি মূল্যায়ন সম্পর্কে আপনার কোনও প্রশ্ন থাকে তবে নির্দিষ্টভাবে বাংলাদেশ মনিটরিং, ইভালুয়েশন এন্ড লার্নিং অ্যাক্টিভিটি (বিএমইএল) এর চিফ অফ পার্টি **John Roscoe কে**, jroscoe@engl.com এই ইমেইল এ্যাড্রেস এ ইমেইল প্রেরণ করতে পারবেন।

Consent

You are free to not respond to any of our questions or to stop the interview at any time.

Do you agree to participate in this interview today? Yes No

[IF THE RESPONDENT SAYS “YES,” BEGIN INTERVIEW. IF HE/SHE SAYS “NO,” END INTERVIEW]

সম্মতি

আপনি আমাদের কোনও প্রশ্নের জবাব নাও দিতে পারেন বা যে কোনও সময় সাক্ষাত্কারটি নির্দিষ্টভাবে বন্ধ করে দিতে পারেন।

আপনি কি আজ এই সাক্ষাত্কারে অংশ নিতে রাজি? হ্যাঁ / না

[যদি প্রতিক্রিয়া “হ্যাঁ” জানায় তবে সাক্ষাত্কার শুরু করুন; যদি “না,” বলে তবে সাক্ষাত্কার সমাপ্ত করে দিন]

Questions প্রশ্ন সমূহ	Responses প্রতিক্রিয়া/উত্তরসমূহ
The Rice and Diversified Crops (RDC) Activity aims to catalyze market system changes that promote a diversified farm management approach oriented to intensified rice production and higher-value, nutrient-rich crops to increase incomes and improve food security and nutrition in the Feed the Future (FTF) zone. RDC's anticipated project results include: 1. 500,000 farmers in the FTF zone will have access to new and improved products, services, and/or market channels. 2. 50% expansion of commercial outreach in the FTF zone (ZOI) of production and post-harvest-related inputs and services. 3. 50% expansion of commercial procurement by collaborating companies in the FTF zone (ZOI). RDC will reach these targets through facilitative interventions (targeted technical assistance) that create scalable market system impacts that ultimately benefit rural households with the added value of expanding opportunities for women and youth. The \$1.5 million Market Accelerator Fund will support strategic public-private partnerships with national and regional agribusinesses and business development service and facilitation providers. The Market Accelerator Fund will have a minimum leverage requirement of 1:1 but will be established on an individual basis where co-investments will be determined based on the level of facilitation intensity required.	

আরডিসি (RDC) বাজার ব্যবস্থার পরিবর্তনের উদ্দেশ্যে বহুমুখী ও বৈচিত্র্যময় খামার পরিচালনার মাধ্যমে নিবিড় ধান চাষ এবং উচ্চমূল্যের পুষ্টিকর ফসল উৎপাদনের পথ প্রদর্শন করেছে যার ফলে Feed the Future (FTF) zone এর আধিবাসীদের আয় বৃদ্ধি এবং খাদ্য নিরাপত্তা সুনিশ্চিত হবে।

আরডিসি (RDC) কার্যক্রমের প্রত্যাশিত ফলাফলগুলির মধ্যে রয়েছে:

1. এফটিএফ (FTF) জোনের ৫০০,০০০ কৃষকগন নতুন এবং উন্নত পণ্য, পরিষেবা এবং বাজারে প্রবেশ করতে পারবে।
2. এফটিএফ (FTF) জোনে ফসল উৎপাদন ও সংগ্রহ সম্পর্কিত ইনপুট এবং পরিষেবাদের বাণিজ্যিক প্রসার ৫০% সম্প্রসারণ হবে।
3. এফটিএফ (FTF) জোনের সহযোগী সংস্থাগুলির সহায়তায় বাণিজ্যিকভাবে ফসল সংগ্রহ ৫০% সম্প্রসারণ হবে।

আরডিসি (RDC) উপযুক্ত ইন্টারভেনশন (নির্দিষ্ট প্রযুক্তিগত সহায়তা) এর মাধ্যমে এই লক্ষ্য অর্জন করবে যা বর্ধনশীল বাজার ব্যবস্থার নিশ্চিত করবে; যার ফলে গ্রামীণ পরিবারগুলো বিশেষ করে নারী ও যুবসমাজ সুবিধাভোগ করবে ও আর্থিকভাবে উপকৃত হবে। ইহার ১.৫ মিলিয়ন মার্কেট এক্সিলারেটর তহবিল কৌশলগত সরকারী-বেসরকারী অংশীদারিত্ব এর মাধ্যমে জাতীয় এবং আঞ্চলিক কৃষি ব্যবসা, ব্যবসায়িক উন্নয়ন পরিষেবা এবং পরিষেবা প্রদানকারীদেরকে সহযোগিতা করবে। মার্কেট এক্সিলারেটর তহবিলের ন্যূনতম লিভারেজের অনুপাত হবে ১:১। তবে ব্যক্তিগত উদ্যোগেও ইহা প্রতিষ্ঠিত হতে পারে; সে ক্ষেত্রে সহ-বিনিয়োগের (co-investments) মাত্রা কি পরিমান সাহায্য সহযোগিতার প্রয়োজন হবে তার উপর নির্ভর করবে।

RDC Project Approach and Theory of Change আরডিসি (RDC) কার্যক্রমের কৌশল এবং থিওরী অব চেঞ্জ

A.1	Please introduce yourself, briefly describe your organization/project and your role in this organization/project. আপনার পরিচয় দিন, সংক্ষেপে আপনার সংস্থা / প্রকল্প এবং এই সংস্থা / প্রকল্পে আপনার ভূমিকা বর্ণনা করুন।	
A.2	Are you familiar with USAID Rice and Crops Diversification Project? If Yes, provide more detail on RDC. আপনি কি আরডিসি (RDC) কার্যক্রমের সাথে পরিচিত? যদি হ্যাঁ হয়, আরডিসি (RDC) সম্পর্কে বিস্তারিত বলুন	Yes/No হ্যাঁ/ না
A.3	Are you aware of any major changes/trends and challenges in farm crops and market structures related to food within Bangladesh over the last five years (apart from COVID-19)? আপনি কি গত পাঁচ বছরে বাংলাদেশের অভ্যন্তরে খাদ্যের সাথে সম্পর্কিত কৃষি ফসল এবং বাজার কাঠামোতে কোন বড় পরিবর্তন / প্রবণতা এবং চ্যালেঞ্জ সম্পর্কে জানেন (করনা বাদে)?	Most marketable crops Most nutritional crops Most exported crops Policies Administrative barriers Value chain bottlenecks Research and development capacity Investment levels GOB support

		Technical skills Climate Change Gender/Youth involvement সর্বাধিক বিপণনযোগ্য ফসল সর্বাধিক পুষ্টিকর ফসল সর্বাধিক রফতানিকৃত ফসল নীতিমালা প্রশাসনিক বাধা ভ্যালুচেইন বাধা গবেষণা এবং উন্নয়ন ক্ষমতা বিনিয়োগের স্তর সরকারি সহায়তা প্রযুক্তিগত দক্ষতা জলবায়ু পরিবর্তন জেডার / যুবকদের অংশগ্রহণ
A.4	When did you start your cooperation with RDC? আরডিসির (RDC) সাথে আপনার সহযোগিতামূলক কাজ কবে শুরু করেছেন?	
A.5	With the view of the RDC objectives, what do you think about the overall approach of RDC, i.e., providing support to market actors vs direct support to smallholder farmers? আরডিসির (RDC) উদ্দেশ্যগুলি বিবেচনা করে আপনি আরডিসির সামগ্রিক কার্যক্রম সম্পর্কে কী ধারণা করেন, বিশেষ করে ক্ষুদ্র কৃষকদের সরাসরি সহায়তার বিপরিতে বাজার ব্যবসাহীদের সহায়তা প্রদান সম্পর্কে?	
A.6	From the development perspective, what are the benefits and risks to concentrate effort on private business rather than via NGOs or directly to smallholders? উন্নয়নের দৃষ্টিকোণ থেকে, এনজিও বা সরাসরি ক্ষুদ্র উদ্যোক্তাদের মাধ্যমে না করে বেসরকারি ব্যবসা প্রতিষ্ঠানে সহযোগিতা করার সুবিধা এবং ঝুঁকি সম্পর্কে আপনার মতামত কী?	
EQ1. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result I “Increased Farm Productivity”?		

EQ1. আরডিসির (RDC) কার্যক্রমের মধ্যবর্তী ফলাফল-১ "খামার উত্পাদনশীলতা বৃদ্ধি" অর্জনে কতটা সফল হয়েছে?		
B.1	How does your organization/project measure farm productivity? আপনার সংস্থা / প্রকল্প কীভাবে খামারের উত্পাদনশীলতা পরিমাপ করে?	
B.2	The RDC project chose rice, maize, pulses and oilseed as the most prospective and impactful crops and related value chains on which to focus support. In your opinion, how important are these crops within the FTF zone (Southern and coastal areas of Bangladesh)? Has there been a change in the relative importance of these specific crops within the ZOI during the last five years? আরডিসি (RDC) প্রকল্পটি ধান, ভুট্টা, ডাল, তেলবীজ এবং এ সম্পর্কিত ভ্যালু চেইনকে সবচেয়ে সম্ভাবনাময় এবং লাভজনক বিবেচনা করে সহায়তা প্রদান করে। আপনার মতে, এফটিএফ জোনে (বাংলাদেশের দক্ষিণ এবং উপকূলীয় অঞ্চল) এই ফসলগুলি কতটা গুরুত্বপূর্ণ? গত পাঁচ বছরে এই অঞ্চলে এই ফসলগুলোর আপেক্ষিক গুরুত্বের কোনও পরিবর্তন হয়েছে কি?	Rice Maize Pulses: Mung bean Lentil Oil seeds: Sunflower Sesame Groundnut Mustard ধান ভুট্টা ডাল: মুগ ডাল মসুর তেল বীজ: সূর্যমুখী তিল চিনাবাদাম সরিষা
B.3	What systemic constraints have rice, maize, pulses, and oilseed faced within the ZOI faced in the last five years? Have there been any improvements in relation to the constraints? গত পাঁচ বছরে এফটিএফ জোনে (ZOI) ধান, ভুট্টা, ডাল এবং তেলবীজের সম্প্রসারণ ও উৎপাদনের ক্ষেত্রে কি পদ্ধতিগত কোন বাধার সম্মুখীন হয়েছে? এ সকল বাধা দূরীকরণে কোন উন্নতি হয়েছে কি?	Seed/Improved Seed Quality inputs Inputs supply chains Producer inputs education Procurement/distribution Produce quality Produce quantities Lack of mechanization Monopoly/oligopolies of supplies

		Monopoly/oligopolies in procurement Lack of information Gender involvement Youth involvement Other বীজ / উন্নত বীজ গুণগতমানসম্পন্ন ইনপুটস/ ইনপুট সরবরাহ চেইন ইনপুট উৎপাদনকারীর শিক্ষা সংগ্রহ / বিতরণ গুণগতমানসম্পন্ন উত্পাদন উত্পাদনের পরিমাণ যান্ত্রিকীকরণের অভাব একচেটিয়া / বহুমুখী সরবরাহ একচেটিয়া / বহুমুখী সংগ্রহ সম্পর্কিত তথ্যের অভাব লিঙ্গ সম্পৃক্ততা যুবকদের সম্পৃক্ততা অন্যান্য
B.4	Do you believe RDC has helped address all or some of these constraints? Please specify. আপনি কি মনে করেন যে আরডিসি(RDC) এই সমস্ত বাধাসমূহ অথবা কিছু বাধা সমাধান করতে সহায়তা করেছে? নির্দিষ্ট করে বলুন.	
B.5	RDC and its private partners in the MAF program have facilitated a range of interventions. Which of those, in your opinion have been most beneficial for smallholder producers? এমএএফ (MAF) কর্মসূচির অধীনে আরডিসি এবং বেসরকারি সহযোগী প্রতিষ্ঠান সমূহ বিভিন্ন কর্মসূচি বাস্তবায়ন করেছে। আপনার মতে এর মধ্যে কোন গুলো ক্ষুদ্র কৃষকদের জন্য সবচেয়ে বেশী উপকারী?	Field Days Field Schools/trials/demonstrations Input promotion incentives Information on new input products (fertilizer, agrochemicals, inoculants) Improved seed Developing local service providers for mechanization Product awareness campaigns Marketing information Remote advice via mobile applications Post-harvest technologies

		Expanding bank agent networks Facilitating GOB support Other মাঠ প্রদর্শনী মাঠ স্কুল / ট্রায়াল/ প্রদর্শন ইনপুট প্রচার প্রনোদনা নতুন ইনপুট পণ্য সম্পর্কিত তথ্য (সার, কৃষি রাসায়নিক, ইনোকুল্যান্ট) উন্নত বীজ যান্ত্রিকীকরণের জন্য স্থানীয় পরিষেবা সরবরাহকারীদের গড়ে তোলা পণ্য সচেতনতা ক্যাম্পেইন বিপণনের তথ্য মোবাইল অ্যাপ্লিকেশনগুলির মাধ্যমে দূরবর্তী পরামর্শ ফসল সংগ্রহোত্তর প্রযুক্তি ব্যাংক এজেন্ট নেটওয়ার্কগুলির সম্প্রসারণ সরকারী সহায়তা বৃদ্ধি অন্যান্য
B.6	If you specialize in this area, what is your opinion of the RDC's choice of most promoted inputs? আপনি যদি এই ক্ষেত্রে বিশেষজ্ঞ হন তবে আরডিসি'র (RDC) সর্বাধিক প্রচারিত ইনপুটগুলি সম্পর্কে আপনার মতামত কী?	Trichoderma bio-pesticide Fawligen Fertera Zinc bio-fortified rice Inoculants ট্রাইকোডার্মা বায়ো-কীটনাশক ফাওলিডেন ফেরটেরা জিঙ্ক বায়ো ফর্টিফাইড রাইস ইনোকুল্যান্টস
B.7	Has your organization/project been involved in the above or similar activities directly as an RDC partner or independently in the FTF zone? Please describe your work/cooperation. Did you coordinate with RDC? How? আপনার সংস্থা / প্রকল্পটি এফটিএফ জোনে উপরোক্ত বা একই রকম কার্যক্রম বাস্তবায়নে আরডিসি'র (RDC) সহযোগী হিসাবে	

	বা এককভাবে কাজ করেছে? আপনার কাজ / সহযোগিতা সম্পর্কে বর্ণনা করুন। আপনি আরডিসির সাথে সমন্বয় করেছেন? কিভাবে?	
B.8	Are you aware of other GOB or donor initiatives involved in the same activities in FTF zone? Please specify. আপনি কি অবগত আছেন যে অন্যান্য সরকারী বা দাতা সংস্থা এফটিএফ জোনে একই কার্যক্রমের সাথে জড়িত? জেনে থাকলে নির্দিষ্ট করে বলুন।	
EQ 2. How successful has the activity been in collaborating with the CSISA-Mechanization activity to strengthen access to machinery and tools through expanded commercial outreach of machinery manufacturers, dealers, and local service providers? EQ 2. এই কার্যক্রম যন্ত্রপাতি নির্মাতা, ডিলার এবং স্থানীয় পরিষেবা সরবরাহকারীদের বাণিজ্যিক প্রসারের মাধ্যমে যন্ত্রপাতি ও সরঞ্জামাদি সহজ লভ্যতা জোরদার করতে সিসা মেকানাইজেশন কার্যক্রমের (CSISA-Mechanization) সাথে সমন্বয়ে কতটা সফল হয়েছে?		
C.1	Are you involved in/aware of the USAID CSISA Mechanization Project? আপনি কি ইউএসএআইডি সিসা মেকানাইজেশন (USAID CSISA Mechanization) প্রকল্পের সাথে জড়িত / এ প্রকল্প সমন্ধে আপনি কি জানেন?	Yes/No হ্যাঁ/ না
C.2	What services did CSISA provide in FTF? Who were the key beneficiaries? সিসা (CSISA) কার্যক্রম এফটিএফ জোনে কি সেবা সরবরাহ করেছিল? প্রধান সুবিধাভোগী কারা ছিল?	
C.3	Did CSISA and RDC coordinate their activities? How? সিসা এবং আরডিসি (CSISA and RDC) কি তাদের কার্যক্রমের সমন্বয় সাধন করেছিল? কীভাবে করেছিল?	
C.4	How many producers, local service providers and other market actors have benefited from both RDC and CSISA activities? How has their income been impacted? সিসা এবং আরডিসি (CSISA and RDC) কার্যক্রম থেকে কতজন কৃষক, স্থানীয় পরিষেবা সরবরাহকারী এবং অন্যান্য বাজার পরিচালনাকারী উপকৃত হয়েছেন? তাদের আয়ের উপর এর কি প্রভাব পড়েছে?	
C.5	Have you heard of RDC-facilitated machinery and equipment sales and service franchisee scheme? If so, in your opinion, has it been successful and scalable? আপনি কি আরডিসি (RDC) এর যন্ত্রপাতি ও সরঞ্জাম বিক্রয় এবং পরিষেবা ফ্র্যাঞ্চাইজি স্কীমের কথা শুনেছেন? যদি শুনে থাকেন,	

	তবে আপনার মতে, এটি কি সফল হয়েছে এবং প্রসার লাভ করেছে?	
EQ3. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result 2 “Increased Participation in Profitable Market Systems”, and strengthening of the relevant market systems? EQ3. আরডিসির (RDC) কার্যক্রমের মধ্যবর্তী ফলাফল-২ "লাভজনক বাজার ব্যবস্থায় অংশগ্রহণ বৃদ্ধি", এবং এ সম্পর্কিত বাজার ব্যবস্থা শক্তিশালীকরণে কতটা সফল হয়েছে?		
D.1	What systemic constraints exist in the supplier markets in the FTF ZOI? Has RDC addressed those and if so, how? এফটিএফ জোনে (FTF ZOI) সরবরাহকারী বাজারগুলিতে কি কি বাধা রয়েছে? আরডিসি (RDC) কি এগুলো সমাধান করেছে? যদি করে থাকে তবে কীভাবে করেছে?	
D.2	What systemic constraints exist in the buyer markets in the ZOI? Has RDC addressed this issue and if so, how? এফটিএফ জোনে (FTF ZOI) ক্রেতার বাজারগুলিতে কি কি বাধা রয়েছে? আরডিসি (RDC) কি এগুলো সমাধান করেছে? যদি করে থাকে তবে কীভাবে করেছে?	
D.3	In your view, what are the best tools to measure a systemic market change in a donor development project which has a limited lifespan? আপনার মতে স্বল্পস্থায়ী দাতা সংস্থার উন্নয়ন (donor development project) প্রকল্পের সিস্টেমিক বাজার পরিবর্তনের পরিমাপের উত্তম টুলস বা উপাদানগুলো কী কী?	
D.4	How important is it for producers to have an effective and efficient operating market structure at the national, regional and district-level intermediary level, upstream and downstream? উৎপাদকের জন্য জাতীয়, আঞ্চলিক এবং জেলা পর্যায়ে মধ্যবর্তী, উর্ধ্বগামী এবং নিম্নগামী স্তরে কার্যকর এবং দক্ষ বাজার পরিচালনাকারি কাঠামো থাকা কতটা গুরুত্বপূর্ণ?	Very important, reduces costs and risks Detrimental, increases input prices and decreases produce sales price For remote areas, it is the only way to provide better access to markets for producers খুব গুরুত্বপূর্ণ, ব্যয় এবং ঝুঁকি হ্রাস করবে ক্ষতিকারক, ইনপুট মূল্য বৃদ্ধি করে এবং বিক্রয়মূল্য হ্রাস করে প্রত্যন্ত অঞ্চলগুলির জন্য এটি কৃষকদের জন্য বাজারে প্রবেশ করার একমাত্র উপায়।
D.5	In your view, have RDC/MAF incentives to private partners been properly aligned with the desired intervention and expected market system change? আপনার দৃষ্টিতে, বেসকারি অংশীদারদের দেয়া RDC/MAF এর প্ররোদনা কি প্রত্যাশিত কার্যক্রমে এবং বাজার ব্যবস্থার পরিবর্তনের সাথে সঠিকভাবে সমন্বয় করেছে?	

D.6	In your opinion, has RDC been successful in commercializing new technologies in FTF agricultural markets? Please specify আপনার মতে, আরডিসি কি এফটিএফ এলাকায় কৃষি বাজারে নতুন প্রযুক্তির বাণিজ্যিকীকরণে সফল হয়েছে? নির্দিষ্ট করে বলুন।	
EQ 4. Market Accelerator Fund (MAF). How successful has the activity been in using the Market Accelerator Fund to support the activity's objectives and address targeted market system constraints? EQ 4. Market Accelerator Fund (MAF)ঃ কার্যক্রমের উদ্দেশ্যগুলিকে বাস্তবায়ন করতে এবং অভীষ্ট বাজার ব্যবস্থার সীমাবদ্ধতাগুলি মোকাবিলায় মার্কেট এক্সিলারেটর তহবিল ব্যবহারে কতটা সফল হয়েছে?		
E.1	Do you believe that \$1.5 Market Accelerator match funding facility (MAF) can provide a scalable systemic effect on business and producer income and nutrition in Southern coastal Bangladesh (FTF/ZOI)? আপনি কি বিশ্বাস করেন যে \$১.৫ মার্কেট এক্সিলারেটর ম্যাচ ফান্ডিং সুবিধা (MAF) বাংলাদেশের দক্ষিণ উপকূলীয় (FTF/ZOI) এলাকার ব্যবসা এবং কৃষকদের আয় ও পুষ্টির ক্ষেত্রে ক্রমবর্ধনশীল পদ্ধতিগত পরিবর্তনে প্রভাব ফেলেছে?	
E.2	In your opinion, has RDC facilitated increased levels of horizontal cooperation in the ZOI? আপনার মতে, আরডিসি কি এফটিএফ এলাকায় অনুভূমিক (horizontal) সহযোগিতার মাত্রা বৃদ্ধি করেছে?	Yes No Please provide examples হ্যাঁ না উদাহরণ প্রদান করুন
E.3	In your opinion, has RDC facilitated an increased level of vertical cooperation in the ZOI? আপনার মতে, আরডিসি কি এফটিএফ এলাকায় ভার্টিকেল/লম্বালম্বি সহযোগিতার মাত্রা বৃদ্ধি করেছে?	Yes No Please provide examples হ্যাঁ না উদাহরণ প্রদান করুন
E.4	What are the key challenges running a match funding grant scheme with private sector grantees? বেসরকারী খাতের অনুদানগ্রহনকারীদের সাথে ম্যাচ ফান্ডিং অনুদান পদ্ধতি পরিচালনায় মূল চ্যালেঞ্জগুলি কী কী?	Reporting Alignment of objectives Measuring business results vs development impacts Mismatch between donor and business decisions process/funding রিপোর্টিং উদ্দেশ্যসমূহের সামঞ্জস্যপূর্ণতা ব্যবসার ফলাফল ও উন্নয়ন পরিমাপ করা

		দাতা এবং ব্যবসায়িক সিদ্ধান্ত প্রক্রিয়া / ফান্ডিং এর মধ্যে যোগসূত্র না থাকা
E.5	RDC reports it has raised more in private investment through MAF scheme that initially planned. Is this a sign of success or does it raise the question as to if private partners needed the grant money in the first place? আরডিসি এর রিপোর্ট অনুযায়ী, এমএএফ স্কিমের প্রাথমিক যে পরিকল্পনা করা হয়েছে তাতে বেসরকারী বিনিয়োগ আরও বেড়েছে। এটি কি সাফল্যের লক্ষণ? অথবা বেসরকারী অংশীদারদের প্রথম অনুদানের অর্থের প্রয়োজন ছিল কিনা সেই প্রশ্ন তৈরি করে?	
EQ5. How successful has the activity been in identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities? EQ5. পুষ্টির ইতিবাচক বা নেতিবাচক আচরন সনাক্তকরণ এবং পুষ্টি-সংবেদনশীল কার্যক্রম সম্প্রসৃত করার জন্য সেরা পদক্ষেপ নির্ধারণে কার্যক্রমটি কতটা সফল হয়েছে?		
F.1	What do you think is the overall food security and nutrition situation in the ZOI is in 2021 versus 2016? ২০২১ ও ২০১৬ সালের মধ্যে এফটিএফ এলাকার সামগ্রিক খাদ্য সুরক্ষা এবং পুষ্টির পরিস্থিতি সম্পর্কে আপনার মতামত উল্লেখ করুন	Good Reasonable Some food insecurity Not optimally balance diets (families, women, youth) ভাল যুক্তিযুক্ত কিছুটা খাদ্য নিরাপত্তাহীনতা পরিপূর্ণ ভাবে সুস্বাদু খাদ্য নয় (পরিবার, মহিলা, যুবক)
F.2	Are you involved in zinc rice seed improvement, production, consumption, sales or distribution? What has been the dynamics of the zinc rice demand in the last five years and why? আপনি কি জিঙ্ক ধানের বীজ উন্নয়ন, উৎপাদন, ভোগ, বিক্রয় বা বিতরণের সাথে জড়িত? গত পাঁচ বছরে জিঙ্ক ধানের চাহিদার গতিবিধি কেমন ছিল বলে আপনি মনে করেন?	Yes/No হ্যাঁ না Increased Decreased No change বেড়েছে হ্রাস পেয়েছে পরিবর্তন নেই
F.3	Do you think the nutritional value of the crops marketed in the ZOI has had impact on the demand in the last five years? Which crops and what impact?	Share of high nutrition value crop____ has increased because of 1) changed nutrition patterns; 2) price; 3) access to inputs/services; 3) other

	আপনি কী মনে করেন যে, পুষ্টি সমৃদ্ধ ফসল বিপণন করায় গত পাঁচ বছরে এফটিএফ এলাকায় চাহিদার উপর এর প্রভাব পড়েছে? কোন ফসল এবং কি প্রভাব?	Share of high nutrition value crop ____has decreased because of 1) changed nutrition patterns; 2) price; 3) access to inputs/services; 3) other উচ্চ পুষ্টিমানের ফসলের চাহিদা বৃদ্ধি পেয়েছে কারণ- ১) পুষ্টির ধরণের পরিবর্তন হয়েছে; ২) দাম; ৩) ইনপুট / পরিষেবার গ্রহন; ৪) অন্যান্য উচ্চ পুষ্টিমানের ফসলের চাহিদা হ্রাস পেয়েছে কারণ -১ ১) পুষ্টির ধরণের পরিবর্তন হয়েছে; ২) দাম; ৩) ইনপুট / পরিষেবার গ্রহন; ৪) অন্যান্য কোন পরিবর্তন নেই
F.4	Have you heard of or participated in any nutrition and food security promotion programs or events organized by RDC project? Have they been successful? আপনি কি আরডিসি আয়োজিত পুষ্টি এবং খাদ্য নিরাপত্তা প্রচার বিষয়ক কর্মসূচী বা ইভেন্ট এর কথা শুনেছেন বা অংশ করেছেন? এগুলো কি সফল হয়েছে?	Event, year কর্মসূচী/ইভেন্ট, বছর
EQ6. How successful has the Rice and Diversified Crops activity been in effectively integrating gender considerations and ensure equitable access for women, increase female engagement and empowerment, and promote women entrepreneurs? EQ6. আরডিসির (RDC) কার্যক্রমে জেল্ডার/লিঙ্গ এর সম্পৃক্ততা কতটা সফল ভাবে করতে পেরেছে এবং নারীদের জন্য ন্যায়সঙ্গত প্রবেশাধিকার নিশ্চিত করতে, নারীদের সম্পৃক্ত ও ক্ষমতায়ন করতে এবং নারী উদ্যোক্তাদের উদ্বুদ্ধ করতে কতটা সফল হয়েছে?		
G.1	Do you have any women and youth clients? How has the number of your women and youth clients changed in the last five years? আপনার কি কোনও নারী এবং যুবক গ্রাহক আছে? গত পাঁচ বছরে কীভাবে আপনার নারী এবং যুবক গ্রাহকের সংখ্যার পরিবর্তন হয়েছে?	Yes/No Increased Remained the same Decreased হ্যাঁ /না বেড়েছে একই রকম আছে হ্রাস পেয়েছে
G.2	Do you see any potential of your business improvement due to better women involvement? আপনি কি নারীদের ভালভাবে যুক্ত হবার কারণে আপনার ব্যবসায়ের উন্নতির কোন সম্ভাবনা দেখছেন? What are the obstacles for better women involvement?	Yes No Cultural/traditional Education Business/negotiation skills Family obligations

	নারীদের ভালভাবে যুক্ত হবার জন্য বাধাগুলি কী কী?	Hard physical work হ্যাঁ না সাংস্কৃতিক / প্রথাগত শিক্ষা ব্যবসায় / চুক্তি বা আলোচনার দক্ষতা পারিবারিক বাধ্যবাধকতা কঠোর শারীরিক পরিশ্রম
G.3	Have you participated in any nutrition and food security programs? আপনি কি কোন পুষ্টি ও খাদ্য নিরাপত্তা কর্মসূচিতে অংশগ্রহণ করেছিলেন? If yes, as part of the RDC project? Please specify হ্যাঁ হলে, আরডিসি প্রকল্পের অংশ হিসাবে? নির্দিষ্টকরে বলুন	Yes/No হ্যাঁ না
G.4	What do you do to involve women in your business, as workers, business managers, clients? How many women and youth are involved in your operations now? Five years ago? শ্রমিক, ব্যবসায়ী ম্যানেজার, গ্রাহক হিসাবে আপনার ব্যবসায়ের সাথে নারীদের জড়িত করার জন্য আপনি কী করেন? এখন আপনার ব্যবসায় কতজন মহিলা এবং যুবক কাজ করছে? পাঁচ বছর আগে কতজন করছে?	Number সংখ্যা
G.5	In your opinion, has the RDC project succeeded in women empowerment and improving their roles and access to markets. If so, how? আপনার মতে, আরডিসি প্রকল্পটি কী নারী ক্ষমতায়নে, নারীদের ভূমিকা বৃদ্ধিতে এবং বাজারে প্রবেশাধিকার বৃদ্ধিতে সফল হয়েছে? যদি তাই হয়, কিভাবে?	Women-to-women business Women-targeted training and promotion Women finance schemes Awareness campaigns Diversity trainings Other নারী থেকে নারী ব্যবসায়ী নারী কেন্দ্রিক প্রশিক্ষণ এবং প্রচার নারীকেন্দ্রিক অর্থায়ন স্কিম সচেতনতামূলক ক্যাম্পেন বৈচিত্র্যও বহুমুখী প্রশিক্ষণ অন্যান্য

G.6	From your experience, what are the most effective ways to involve women and youth in agricultural value chains? আপনার অভিজ্ঞতা থেকে, নারী ও যুবকদের কৃষি ভ্যালু চেইনে সম্পৃক্ত করার সবচেয়ে কার্যকর উপায়গুলি কী?	
EQ7. How effective has the activity's MEL approach and tools been in measuring market system change? EQ7. বাজার ব্যবস্থার পরিবর্তন পরিমাপে আরডিসি এর MEL approach and tools কতটা কার্যকর ছিল? EQ7.1 To what extent can RDC MEL data be reasonably attributed to the Rice and Diversified Crops interventions? What are the trade-offs between using survey data through a "market shed" or "catchment area" approach compared to assisting private sector firms to maintain a comprehensive customer or supplier lists? In the event that the private sector firms do not or cannot produce a comprehensive customer or supplier list, what impact would this have on USAID's ability to assess the number of beneficiaries attributed to the activity? EQ7.1 আরডিসির MEL ডেটা আরডিসির ইন্টারভেনশনের যুক্তিসঙ্গত ফলাফল নিধারনে কতটুকু ভূমিকা রেখেছে? বেসরকারী খাতের সংস্থাগুলিকে সহায়তা করে একটি বিস্তৃত গ্রাহক বা সরবরাহকারী তালিকা তৈরি বা করে "মার্কেট শেড" বা "ক্যাচমেন্ট এরিয়া" ভিত্তিক জরিপ ডেটা ব্যবহারের সুবিধা কী? যদি বেসরকারী খাতের সংস্থাগুলি প্রকল্পের সুবিধাভোগীর সংখ্যা নির্ধারণ করতে না পারে তবে ইউএসএয়াইডি কীভাবে এ কার্যক্রমের প্রভাব পরিমাপ করতে সমর্থ হবে?		
H.1	Are you aware of similar initiatives by GOB or other donor projects in the ZOI that focus on market actors and systemic changes that have successfully achieved a positive impact on behalf of smallholder producers? Please briefly describe the size and results of the operations. আপনি জানেন কি সরকারী বা অন্যান্য দাতা সংস্থা এফটিএফ জোনে অনুরূপ প্রকল্প গ্রহণ করেছে যা বাজারের অ্যাক্টর এবং সিস্টেমিক পরিবর্তনে কাজ করেছে যা ক্ষুদ্র কৃষক বা উৎপাদকদের উপর ইতিবাচক প্রভাব ফেলেছে? এর ফলাফলগুলি সংক্ষেপে বর্ণনা করুন?	
	RDC did not directly support farmers and there have been many other similar support projects operating in the ZOI over the past 5 years. In your opinion, how would you determine if particular changes in farmer and other beneficiary incomes in the ZOI are attributable to RDC or any individual project? আরডিসি কৃষকদের সরাসরি সহযোগিতা করেনি এবং বিগত ৫ বছরে এফটিএফ জোনে আরও অনেক অনুরূপ সহায়তা প্রকল্প চালু রয়েছে। আপনার মতে, এফটিএফ জোনের কৃষক এবং অন্যান্য উপকারভোগীদের আয়ের বিশেষ পরিবর্তনগুলি আরডিসি বা কোনও প্রকল্পের কারণে হয়েছে কিনা তা আপনি কীভাবে নির্ধারণ করবেন?	
H.2	RDC relies on the MAF grantee reports and annual surveys to measure the impact on market actors and farmers. Do you believe these monitoring tools are sufficient to measure broad impact? আরডিসি এমএএফ গ্রান্ট প্রতিবেদন এবং বার্ষিক জরিপের উপর নির্ভর করে মার্কেট অ্যাক্টর ও কৃষকদের উপর প্রকল্পের	

	ইম্প্যাক্ট/ফলাফল নির্ণয় করে। আপনি কি বিশ্বাস করেন যে, এই মনিটরিং টুলস বড় পরিসরে প্রকল্পের ইম্প্যাক্ট/ফলাফল নির্ণয় করার জন্য যথেষ্ট?	
H.3	In your project/organization, do you regularly use client/beneficiary surveys to measure the results? Do you use extrapolation from a survey sample as an impact measure or do you collect data on all individual primary and secondary beneficiaries? আপনার প্রকল্প / সংস্থায়, ফলাফলগুলি নির্ণয়ের জন্য কি নিয়মিত গ্রাহক / উপকারভোগী জরিপ পরিচালনা করে? আপনি কি নমুনা ভিত্তিক জরিপ করে এক্সট্রাপোলেশন (extrapolation) এর মাধ্যমে ফলাফল নিরূপ করেন না সকল প্রধান ও অপ্রধান উপকারভোগীদের ডেটা সংগ্রহ করেন?	
H.4	What are the challenges in using 'farm income' or 'farm margins' as a proxy for 'producer household income'? ‘উৎপাদকের পারিবারিক আয়ের’ বদলে ‘খামারের আয়’ বা ‘খামারের লাভ’ ব্যবহারে কী চ্যালেঞ্জ রয়েছে? Similarly, what are the challenges of using 'local market actor income' as a proxy for his/her household income একইভাবে, তার / তার পরিবারের আয়ের বদলে ‘স্থানীয় বাজারের এ্যাক্টর ইনকাম’ ব্যবহার করার ক্ষেত্রে চ্যালেঞ্জগুলি কী?	
H.5	Can you suggest any additional approaches to measuring project impacts on the farmers and market players? Possibly, any other proxy indicators? কৃষকদের এবং বাজারের এ্যাক্টরদের উপর প্রকল্পের প্রভাব/ফলাফল নির্ণয় করার জন্য আপনি কি কোন অতিরিক্ত পদ্ধতির পরামর্শ দিতে পারেন? সম্ভবত, অন্য কোন বদলি (proxy) সূচক?	
H.6	How would you define a replicable/scalable business model? By what criteria? আপনি কীভাবে একটি প্রতিকল্পযোগ্য/ক্রমবর্ধনশীল ব্যবসায়ের মডেল নির্ধারণ করবেন? কোন মানদণ্ডের ভিত্তিতে করবেন?	
EQ7.2 What are some of the lessons learned and based on lessons learned, what are some scalable interventions/technologies? EQ7.2 এ প্রকল্পের শিক্ষণীয় বিষয়সমূহ কি কি? শিক্ষণীয় বিষয়সমূহ এর ভিত্তিতে এ প্রকল্পের ক্রমবর্ধনশীল কার্যক্রম/প্রযুক্তি গুলি কি কি?		
I.1	What are the most successful and scalable business models developed in the RDC project or in your project/organization working within the ZOI. এফটিএফ জোনে কাজ করে আরডিসি প্রকল্পের সবচেয়ে সফল ও ক্রমবর্ধনশীল ব্যবসায়ের মডেল কোনটি? অথবা আপনার	

	প্রকল্প / সংস্থা ব্যবসায়ের মডেল কোনটিতে সর্বাধিক সফল/ক্রমবর্ধনশীলতা লাভ করেছে।	
I.2	We would appreciate if you could share any lessons learned from the RDC project or from the activities of your project/organization that could be relevant for future USAID programming in the agricultural sector within the ZOI. আপনি আরডিসি প্রকল্প থেকে শিখেছেন বা আপনার প্রকল্প / সংস্থার কার্যক্রম থেকে শিখেছেন এমন কোন শিক্ষণীয় বিষয়/মতামত বলুন যা এফটিএফ জোনে কৃষি খাতে ভবিষ্যতে USAID এর কার্যক্রম গ্রহণের প্রাসঙ্গিক হতে পারে	

Thank you for your valuable contribution to this evaluation!

এই মূল্যায়নে আপনার মূল্যবান মতামত প্রদানের জন্য আপনাকে ধন্যবাদ!

Signature of Facilitator _____ Date: _____

Signature of Record Keeper _____ Date: _____

সাক্ষাৎকার গ্রহণকারীর স্বাক্ষর _____ তারিখ: _____

সাক্ষাৎকার রেকর্ড লিপিবদ্ধকারীর স্বাক্ষর _____ তারিখ: _____

Final Performance Evaluation of Rice and Diversified Crops (RDC) Activity

আরডিসি কার্যক্রমের এর চূড়ান্ত পারফরম্যান্স মূল্যায়ন

KII Guideline				
Target group: Market Accelerator Fund (MAF) Partners/Fixed Amount Subawardees (FAS)/Memorandum of Understanding (MOU) Partners				
প্রধান তথ্যদাতার সাক্ষাৎকারের নির্দেশিকা				
অভিষ্ট গোষ্ঠী: MAF পার্টনার/ FAS পার্টনার/ MOU পার্টনার				
Date: তারিখ:	Start Time: শুরুর সময়:		End Time: সমাপ্তির সময়:	
Location: অবস্থান:	Upazila: উপজেলা:		District জেলা:	
Respondent's category: উত্তরদাতার ধরণ:	Private Company NGO Financial Organization Research Institution Other (specify) ১০. বেসরকারী সংস্থা ১১. এনজিও ১২. আর্থিক সংস্থা ১৪. গবেষণা প্রতিষ্ঠান ১৫. অন্যান্য (নির্দিষ্ট)	Sex: 4. Male 5. Female 6. Third Gender জেন্ডার: ১। পুরুষ ২। মহিলা ৩। তৃতীয় লিঙ্গ	Age: বয়স	Education: শিক্ষা
FAS Number (if applicable): FAS নম্বর (প্রযোজ্য ক্ষেত্রে):				
Organization: সংস্থা:				
Respondent's Name: উত্তরদাতার নাম:				

Respondent's address উত্তরদাতার ঠিকানা	
Respondent's mobile number: উত্তরদাতাদের মোবাইল নম্বর:	
Respondent's e-mail: উত্তরদাতাদের ইমেল:	
Affiliation and Position: অধিভুক্তি এবং অবস্থান:	
Interviewed by: সাক্ষাত্কারকারীর নাম:	
Note taker: নোট সংগ্রাহক:	
Facilitator: ফ্যাসিলিটের:	

Informed Consent KII

Thank you for taking the time to talk to us today. My name is _____ and my colleague's name is _____. We work for BMEL on behalf of USAID and are conducting an evaluation of the USAID-funded “Feed the Future Bangladesh Rice and Diversified Crops (RDC)” Activity implemented by ACDI/VOCA. This Activity has been implemented in 26 districts in southern Bangladesh's Zone of Influence (ZOI) over the past five years. You and/or your organization have been recommended to us as one of the key stakeholders able to provide expert insights on this topic. Your participation in this interview is voluntary. I would like to ask you some questions regarding the RDC Activity. Your views will inform our recommendations about future USAID programming in Bangladesh. We encourage you to be as candid as possible. There are no right or wrong answers to the questions. Whatever you say will be helpful to us. Would you kindly agree to participate in this interview? It will take about one hour.

KII গ্রহণের সম্মতি

আমাদের সাথে আজ তথ্য প্রদানে সময় দেওয়ার জন্য আপনাকে ধন্যবাদ। আমার নাম এবং আমার সহকর্মীর নাম.....। আমরা ইউএসএআইডি (USAID) এর BMEL -এ কাজ করি এবং ইউএসএআইডি (USAID) -এর অর্থায়নে পরিচালিত “ ফিড দ্য ফিউচার বাংলাদেশ রাইস এন্ড ডাইভার্সিফাইড ক্রপস (RDC) কার্যক্রমের মূল্যায়ন পরিচালনা করছি যা এসিডিআই/ভোকা (ACDI/VOCA) কর্তৃক বাস্তবায়িত হচ্ছে। এই কার্যক্রম গত পাঁচ বছরে দক্ষিণের Bangladesh's Zone of Influence (ZOI) এর ২৬ টি জেলায় বাস্তবায়ন করা হয়েছে। আপনি এবং / অথবা আপনার সংগঠনটি এই বিষয়ে বিশদ তথ্য সরবরাহ করতে সক্ষম, তাই অন্যতম স্টেকহোল্ডার অংশ হিসাবে আমাদের কাছে সুপারিশ করা হয়েছে। এই সাক্ষাত্কারে আপনার অংশগ্রহণ স্বেচ্ছাসেবী। আমি আপনাকে আরডিসি (RDC) কার্যক্রমের সম্পর্কিত কিছু প্রশ্ন জিজ্ঞাসা করতে চাই। আপনার মতামতগুলি বাংলাদেশে ভবিষ্যতে ইউএসএআইডি (USAID) এর কার্যক্রম অব্যাহত রাখতে আমাদের রিপোর্ট প্রদানে সহায়তা করবে। আমরা আশা করছি আপনি যথাসম্ভব সঠিক তথ্য প্রদান করবেন। এখানে প্রশ্নের সঠিক বা ভুল উত্তর নিয়ে চিন্তিত হবার কোন কারন নেই। আপনি যা মতামত প্রদান করবেন তা আমাদের পক্ষে সহায়ক হবে। আপনি কি এই সাক্ষাত্কারে অংশ নিতে সম্মত আছেন? সাক্ষাত্কার প্রদানে এক ঘণ্টা সময় লাগবে।

Confidentiality

Before we begin, I want to let you know that any information or examples we gather during this interview will not be attributed to you personally. Your privacy will be protected. We will not include your name or any information that would make it possible for anyone to identify you when they read our report. We also ask that what we discuss today remains with us alone, and you do not share with others when we have gone.

My colleague and I will take notes to make sure we do not miss any important points you make. This tape recorder will make sure I do not miss what you tell me (**Show the recorder to the respondent**). Your information and opinion are very important to us.

গোপনীয়তা

সাক্ষাত্কার শুরু করার আগে, আমি আপনাকে জানাতে চাই যে এই সাক্ষাত্কারের সময় আমরা যে তথ্য বা উদাহরণ সংগ্রহ করব তা ব্যক্তিগতভাবে আপনার জন্য ক্ষতিকর হবে না বা আপনাকে দায়ী করা হবে না। আপনার গোপনীয়তা সুরক্ষিত করা হবে। যখন কেউ আমাদের প্রতিবেদনটি পড়বে তখন আপনাকে সনাক্ত করা সম্ভব এমন কোনও তথ্য বা আপনার নাম অন্তর্ভুক্ত করা হবে না। আমরা আরও আশ্বস্ত করছি যে আমরা আজ যা আলোচনা করব তা কেবল আমাদের কাছেই থাকবে এবং আশা করছি যে আমরা যখন চলে যাব তখন আপনি অন্যদের সাথে এসকল তথ্য আলোচনা করবেন না।

আপনার দেয়া যে কোনও গুরুত্বপূর্ণ তথ্য যেন আমরা মিস না বা ভুলে না যাই তা নিশ্চিত করতে আমার সহকর্মী এবং আমি তথ্যসমূহ প্রয়োজনে লিখে নিব। সাক্ষাত্কার টি এই টেপ রেকর্ডারটি আমরা রেকর্ড করব যেন আমরা মিস না করি (সাক্ষাত্কারকারীকে রেকর্ডার দেখান)। আপনার তথ্য এবং মতামত আমাদের জন্য খুব গুরুত্বপূর্ণ।

Right to ask questions and report concerns

You have the right to ask questions about this evaluation and to have those questions answered by us before, during or after the interview. Do you have any questions for me at this time?

If you have any questions about the evaluation at a later stage, feel free to send an e-mail to the Bangladesh Monitoring, Evaluation, and Learning Activity Chief of Party, John Roscoe, at: jroscoe@engl.com

প্রশ্ন জিজ্ঞাসা এবং রিপোর্ট সম্পর্কে সাক্ষাত্কারকারীর অধিকার

সাক্ষাত্কারের আগে বা পরে এই মূল্যায়ন সম্পর্কে আপনি আমাদের যে কোন প্রশ্ন জিজ্ঞাসা করতে পারেন এবং আমরা আপনার প্রশ্নের উত্তর দিব। এই মুহূর্তে আপনার কোনও প্রশ্ন আছে?

পরবর্তী পর্যায়ে যদি মূল্যায়ন সম্পর্কে আপনার কোনও প্রশ্ন থাকে তবে নির্দিধায় বাংলাদেশ মনিটরিং, মূল্যায়ন, এবং লার্নিং অ্যাক্টিভিটি (BMEL) চিফ অফ পার্টি John Roscoe, at: jroscoe@engl.com এ ইমেইল প্রেরণ করতে পারবেন।

Consent

You are free to not respond to any of our questions or to stop the interview at any time.

Do you agree to participate in this interview today? Yes No

[IF THE RESPONDENT SAYS “YES,” BEGIN INTERVIEW. IF HE/SHE SAYS “NO,” END INTERVIEW]

সম্মতি

আপনি আমাদের কোনও প্রশ্নের জবাব নাও দিতে পারেন বা যে কোনও সময় সাক্ষাত্কারটি নির্দিধায় বন্ধ করে দিতে পারেন।

আপনি কি আজ এই সাক্ষাত্কারে অংশ নিতে রাজি? হ্যাঁ / না

[যদি প্রতিক্রিয়া জানায় “হ্যাঁ”, হয় সাক্ষাত্কার শুরু করুন। যদি তিনি / তিনি বলেন “না,” সাক্ষাত্কার সমাপ্ত করে দিন]

Questions		Responses	Remarks
EQ 4. Market Accelerator Fund (MAF). How successful has the activity been in using the Market Accelerator Fund to support the activity's objectives and address targeted market system constraints.			
EQ 4. Market Accelerator Fund (MAF) কার্যক্রমের উদ্দেশ্যগুলিকে বাস্তবায়ন করতে এবং টার্গেট বাজার ব্যবস্থার সীমাবদ্ধতাগুলি মোকাবিলায় মার্কেট এক্সিলারেটর তহবিল ব্যবহারে কতটা সফল হয়েছে?			
The Rice and Diversified Crops (RDC) Activity aims to catalyze market system changes that promote a diversified farm management approach oriented to intensified rice production and higher-value, nutrient-rich crops to increase incomes and improve food security and nutrition in the Feed the Future (FTF) zone.			
RDC's anticipated project results include:			
1. 500,000 farmers in the FTF zone will have access to new and improved products, services, and/or market channels.			
2. 50% expansion of commercial outreach in the FTF zone of production and post-harvest-related inputs and services.			
3. 50% expansion of commercial procurement by collaborating companies in the FTF zone.			
The Rice and Diversified Crops (RDC) Activity বাজার ব্যবস্থার পরিবর্তনে উত্সাহিত করে যা একটি বহুমুখী ও বৈচিত্রময় খামার পরিচালনার সহায়তা করে ধানের উত্পাদন এবং উচ্চমূল্যের, পুষ্টিকর সমৃদ্ধ ফসলের নিশ্চয়তা দেয় এবং যার ফলে Feed the Future (FTF) zone এ আয় বৃদ্ধি পাবে এবং খাদ্য সুরক্ষা নিশ্চিত হবে।			
আরডিসি (RDC) প্রকল্পের প্রত্যাশিত ফলাফলগুলির মধ্যে রয়েছে:			
FTF zone এর ৫০০,০০০ কৃষকের নতুন এবং উন্নত পণ্য, পরিষেবা এবং / অথবা বাজারের চ্যানেলগুলিতে অ্যাক্সেস থাকবে।			
FTF zone এর উত্পাদন ও ফসল সংগ্রহ সম্পর্কিত ইনপুট এবং পরিষেবাদের বাণিজ্যিক প্রসারের ৫০% সম্প্রসারণ।			
FTF zone এর এর সহযোগী সংস্থাগুলির সহায়তায় বাণিজ্যিক প্রকিউরমেন্ট এর ৫০% সম্প্রসারণ।			
A.1	How long have you worked for your company? আপনি কত দিন আপনার সংস্থার জন্য কাজ করেছেন?		

A.2	What is your company's core business/es? (Select all that apply.) আপনার কোম্পানির মূল ব্যবসা কী? (প্রযোজ্যটি নির্বাচন করুন)	Seed Improvement Seed Distribution Fertilizer Production Fertilizer Distribution Agro-chemicals Production Agro-chemicals Distribution Agro-machinery Production Agro-machinery Distribution Aggregation Trade intermediary Processing Marketing Exports Nutrition Agricultural Extension Crop Protection Advisory Post-harvest Handling Advisory Financial services ICT services Other (specify) উন্নত বীজ বীজ বিতরণ সার উত্পাদন সার বিতরণ কৃষি রাসায়নিক উত্পাদন কৃষি রাসায়নিক বিতরণ কৃষি যন্ত্রপাতি উত্পাদন কৃষি যন্ত্রপাতি বিতরণ এ্যাগ্রিগেশন ব্যবসা মধ্যস্থতাকারী	Specify by crop, service, product and sub-service/sub-product শস্য, পরিষেবা, পণ্য এবং উপ-পরিষেবা / উপ-পণ্য নির্দিষ্ট করুন
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		প্রক্রিয়াজাতকরণ বিপণন রফতানি পুষ্টি কৃষি সম্প্রসারণ শস্য সংরক্ষণ পরামর্শদাতা ফসল সংগ্রহোত্তর পরিচালনার পরামর্শ অর্থনৈতিক সেবা সমূহ আইসিটি সেবা নির্দিষ্ট অন্যান্য)	
A.3	What is the and the title of your project and the period of your company's cooperation with RDC? (year's start – year's end) আপনার প্রকল্পের শিরোনাম এবং RDC এর সাথে আপনার সংস্থার সহযোগিতার সময়কাল উল্লেখ করুন? (বছরের শুরু - বছরের শেষ)		
A.4	Have you been directly involved in the partnership with the RDC activity? আপনি কি RDC এর কার্যক্রমের সাথে সরাসরি যুক্ত হয়েছিলেন?	Yes, full time Yes, part time No, but I am well informed of our company's project with RDC. No [stop the interview and ask to refer to colleague/s with the knowledge of the activity] হ্যাঁ, পুরো সময় হ্যাঁ, খণ্ডকালীন না, তবে আমি RDC এর সাথে আমাদের সংস্থার প্রকল্প সম্পর্কে ভালভাবে অবহিত। না [সাক্ষাত্কার বন্ধ করুন এবং কার্যক্রম সম্পর্কে জানেন এমন সহকর্মীদের নাম বলতে বলুন]	If "No", stop the interview and ask to refer to colleague/s with the knowledge of the activity যদি "না" হয় তবে সাক্ষাত্কারটি বন্ধ করুন এবং কার্যক্রম সম্পর্কে জানেন এমন সহকর্মীদের নাম বলতে বলুন

A.5	What were the key objectives of your company's cooperation with the RDC Activity? (Select all that apply.) RDC এর কার্যক্রমের সাথে আপনার সংস্থার সহযোগিতার মূল উদ্দেশ্যগুলি কী ছিল? (প্রযোজ্যটি নির্বাচন করুন)	1. Increase sales 2. Raise funding for existing products/services 3. Explore/establish new distribution channels 4. Develop new product/service 5. Improve the company's capacity 6. Improve staff's project management skills 7. Facilitate Government support 8. Develop new marketing tools 9. Increase end-user awareness of products. 10. Provide COVID-19 related support (protective equipment, safe points of sale, etc.) 11. Other (specify) ১. বিক্রয় বৃদ্ধি ২. বিদ্যমান পণ্য / পরিষেবাগুলির জন্য তহবিল বাড়ানো ৩. নতুন বিতরণ চ্যানেলগুলি অন্বেষণ / স্থাপন করা ৪. নতুন পণ্য / পরিষেবার ডেভলপ ৫. কোম্পানির সক্ষমতা বৃদ্ধি করা ৬ কর্মীদের প্রকল্প পরিচালনার দক্ষতা বাড়ানো ৭ সরকারী সহায়তার সুযোগ পাবাড় জোগায় সহযোগিতা করা ৮. বিপণনের নতুন টুলস ডেভলপ করা ৯. পণ্য সম্পর্কে সর্বশেষ ব্যবহারকারীদের সচেতনতা বৃদ্ধি করা ১০. COVID-19 সম্পর্কিত সহায়তা সরবরাহ করা (প্রতিরক্ষামূলক	Request to specify by crop or service if more than one একাধিক হলে ক্রপ বা পরিষেবা দ্বারা নির্দিষ্ট করার জন্য অনুরোধ করুন
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		সরঞ্জাম, নিরাপদ বিক্রয় স্থান, ইত্যাদি) ১১. অন্যান্য (নির্দিষ্ট করুন)	
A.6	Has the cooperation with RDC met or is expected to meet your company's expectations for each of the selected objectives above? RDC কি আপনার প্রত্যাশা পূরণ করেছে বা নির্বাচিত প্রতিটি উদ্দেশ্য লক্ষ্য রেখে আপনার সংস্থার প্রত্যাশা পূরণ করবে?	Yes No Partially (specify) হ্যাঁ না আংশিকভাবে (নির্দিষ্ট করুন)	Read the previous question's options and provide the answer against selected objective. পূর্ববর্তী প্রশ্নের বিকল্পসমূহ পড়ুন এবং নির্বাচিত উদ্দেশ্য লক্ষ্য রেখে উত্তর দিন
A.7	What types of RDC project support have proved most useful for your company? List the top three. কোন ধরনের RDC প্রকল্প সমর্থন আপনার সংস্থার পক্ষে সবচেয়ে কার্যকর প্রমাণিত হয়েছে? শীর্ষ তিনটি তালিকাবদ্ধ করুন।		
A.8	Did you face any challenges in proving the match funding required for the RDC cooperation project? RDC সহযোগিতা প্রকল্পের জন্য প্রয়োজনীয় তহবিল প্রমাণ করার ক্ষেত্রে আপনি কি কোনও চ্যালেঞ্জের মুখোমুখি হয়েছেন?	Yes No Comments হ্যাঁ না মন্তব্য	
A.9	Do you think the RDC Invitation for Applications/Request for Proposals process clear and transparent? আপনি কি মনে করেন RDC এর অ্যাপ্লিকেশন/ প্রস্তাব জমা দেয়ার প্রক্রিয়াগুলো পরিষ্কার এবং স্বচ্ছ?	Yes No Other/Remarks (specify) হ্যাঁ না অন্যান্য / মন্তব্য (নির্দিষ্ট)	
A.10	Have the grant/project reporting requirements been (select all answer options that apply) অনুদান / প্রকল্পের রিপোর্টিং এর শর্তাবলি সম্পর্কে আপনার মতামত কি (উত্তর নির্বাচন করুন)	Reasonable Easy to follow Difficult to follow Excessive	

		Useful for your core business reporting ১. যুক্তিসঙ্গত ২. অনুসরণ করা সহজ ৩. অনুসরণ করা কঠিন ৪. অত্যধিক কঠিন ৫. আপনার মূল ব্যবসায়ের প্রতিবেদনের জন্য সহজ	
A.11	Did you receive any training for the RDC project monitoring, evaluation, learning and reporting? আপনি কি RDC এর প্রকল্প পর্যবেক্ষণ, মূল্যায়ন, শেখা এবং রিপোর্টিংয়ের জন্য কোনও প্রশিক্ষণ পেয়েছিলেন?	Yes No Comments হ্যাঁ না মন্তব্য	
A.12	How many projects cooperative agreements have you concluded with RDC? RDC এর সাথে আপনি কতটি প্রকল্পের সমঝোতা চুক্তি সম্পাদন করেছেন?	1 2 3	
A.13	If you have implemented more than one project with RDC, what were the main reasons you file second (third) application? আপনি যদি RDC তে একাধিক প্রকল্প বাস্তবায়ন করেন তবে আপনি দ্বিতীয় (তৃতীয়) আবেদন করার মূল কারণগুলি কী ছিল?		
A.14	How has RDC/MAF program management measure your success in the project/s? RDC/MAF প্রোগ্রাম ব্যবস্থাপনা আপনার প্রকল্প সাফল্য কীভাবে পরিমাপ করেছে?		
A.15	Has your company's distribution network increased in the period of your project with RDC? How many local market actors (retailers, distributors, traders, input providers) did you sell/procure through at the beginning and at the end of the project?	Number at the beginning of the project Number at the end of the project (estimate if an ongoing activity) Not applicable	

	RDC এর প্রকল্পের সময়কালে কি আপনার সংস্থার ডিস্ট্রিবিউশন নেটওয়ার্ক বৃদ্ধি পেয়েছে? প্রকল্পের শেষে আপনি কতগুলি স্থানীয় বাজারের এ্যাক্টর (খুচরা বিক্রেতা, পরিবেশক, ব্যবসায়ী, ইনপুট সরবরাহকারী) বিক্রয় / সংগ্রহ করেছেন?	প্রকল্পের শুরুতে সংখ্যা প্রকল্পের শেষে সংখ্যা (চলমান কার্যকলাপ যদি থাকে) প্রযোজ্য নয়	
EQ7. Monitoring, Evaluation and Learning/CLA. How effective has the activity's MEL approach and tools been in measuring market system change. EQ7. বাজার ব্যবস্থার পরিবর্তন পরিমাপে MEL approach and tools কতটা কার্যকর হয়েছে? EQ7.I What are the trade-offs between using survey data through a "market shed" or "catchment area" approach compared to assisting private sector firms to maintain a comprehensive customer or supplier lists? In the event that the private sector firms do not or cannot produce a comprehensive customer or supplier list, what impact would this have on USAID's ability to assess the number of beneficiaries attributed to the activity? EQ7.I RDC MEL তথ্য Rice and Diversified Crops ইন্টারভেনশন এ কতটুকু যুক্তিসঙ্গত ভূমিকা রেখেছে? একটি বিবিধ গ্রাহক বা সরবরাহকারীর তালিকা বজায় রাখতে বেসরকারী খাত সংস্থাগুলিকে সহায়তা করার জন্য "মার্কেট শেড" বা "ক্যাচমেন্ট এরিয়া" পদ্ধতির তুলনায় জরিপ তথ্য ব্যবহারের মধ্যে ট্রেড অফগুলি কী কী? যদি বেসরকারী খাত সংস্থাগুলি একটি বিস্তৃত গ্রাহক বা সরবরাহকারী তালিকা তৈরি বা না করতে পারে, তবে এই কার্যক্রমের জন্য প্রকল্পের সুবিধাভোগীর সংখ্যা নির্ধারণের উপর এর কী প্রভাব পড়বে?			
B.1	What local intermediary/value chain actor/service provider level data (if any) have you been collecting and reporting to RDC as a result of your project? আপনি RDC কে প্রতিবেদন দেয়ার জন্য আপনার প্রকল্পের ফলাফল সম্পর্কিত কোন স্থানীয় মধ্যস্থতাকারী / ভ্যালু চেইন এ্যাক্টর/ পরিষেবা প্রদানকারীর তথ্য সংগ্রহ করেছেন?	Distribution network tracking/management/GIS system Sales Tonnes Litres Incomes Other ডিস্ট্রিবিউশন নেটওয়ার্ক ট্র্যাকিং / ম্যানেজমেন্ট / জিআইএস সিস্টেম বিক্রয় টন লিটার আয় অন্যান্য	
B.2	What producer level data if any have you been collecting and reporting to RDC due to your project?	Producer sales Sales to producer	

	আপনি RDC কে প্রতিবেদন দেয়ার জন্য আপনার প্রকল্পের ফলাফল সম্পর্কিত কোন উত্পাদক স্তরের তথ্য সংগ্রহ করেছেন?	Producer Yields Producer margins Areas under improved management areas Mechanization at producer level We do not collect producer level data কৃষকের বিক্রয় কৃষকের কাছে বিক্রয় কৃষকের মোট ফলন কৃষকের লাভ/মার্জিন পরিচালনার জন্য কোন কোন বিষয়ে উন্নতির প্রয়োজন কৃষক পর্যায়ে যান্ত্রিকীকরণ আমরা কৃষক পর্যায়ে তথ্য সংগ্রহ করি না	
B.3	How do you collect producer level data? আপনি কীভাবে উত্পাদক স্তরের তথ্য সংগ্রহ করেন?	Reporting from local distributors, traders, partners Direct producer surveys Field trial reports Field Days External statistics data (e.g., GOB) স্থানীয় ডিস্ট্রিবিউটর, ব্যবসায়ী, পার্টনারদের কাছ থেকে প্রতিবেদন করা সরাসরি কৃষক জরিপ ফিল্ড ট্রায়াল রিপোর্ট মাঠ দিবস পরিসংখ্যান তথ্য (উদাঃ সরকারি)	
B.4	Have you faced any challenges in developing and maintaining consumer or supplier management information systems? আপনি কি ভোক্তা বা সরবরাহকারী পরিচালন তথ্য সিস্টেম বিকাশ এবং বজায়	Yes (specify) No হ্যাঁ (নির্দিষ্ট করে বলুন) না	

	রাখার ক্ষেত্রে কোন চ্যালেঞ্জের মুখোমুখি হয়েছেন?		
EQ6. How successful has the Rice and Diversified Crops activity been in effectively integrating gender considerations and ensure equitable access for women, increase female engagement and empowerment, and promote women entrepreneurs? EQ6. Rice and Diversified Crops activity কার্যকরভাবে জেল্ডার সম্পৃক্ত বিষয়সমূহ সমন্বয় করেছে এবং নারীদের জন্য ন্যায়সঙ্গত প্রবেশাধিকার নিশ্চিত করতে, নারীদের সম্পৃক্ত হওয়া এবং ক্ষমতায়ন বৃদ্ধি এবং নারী উদ্যোক্তাদের প্রচারে কতটা সফল হয়েছে?			
C.1	Has your company been involved in any women and youth empowerment activities as part of RDC cooperation project/s? আপনার সংস্থাটি কি RDC সহযোগিতা প্রকল্পের অংশ হিসাবে আপনার সংস্থাটি কোনও মহিলা এবং যুব ক্ষমতায়নের কাজে জড়িত?	Yes, specify No হ্যাঁ (নির্দিষ্ট করে বলুন) না	Ask to provide examples উদাহরণ
C.2	In your opinion, has the role of women in agricultural market systems changed in the last five years; as a result of your project with RDC or in general? আপনার মতে, আপনার প্রকল্পের বা RDC এর কারণে গত পাঁচ বছরে নারীর ভূমিকা কৃষিক্ষেত্র বাজার ব্যবস্থায় কোন পরিবর্তন এনেছে? আপনার প্রকল্পের বা RDC এর আলোকে ব্যাখ্যা করুন?	Increased Somewhat No change বৃদ্ধি পেয়েছে কিছুটা পরিবর্তন নেই	
C.3	Can you provide successful example/s of women involvement in the agri-market system? আপনি কি কৃষি বাজার ব্যবস্থায় মহিলাদের জড়িত থাকার সফল উদাহরণ সম্পর্কে বলতে পারবেন?		Encourage to share any project-related or general experience related to gender জেল্ডার সম্পর্কিত, প্রকল্প-সম্পর্কিত বা সাধারণ অভিজ্ঞতা বলতে উত্সাহিত করুন
EQ5. How successful has the activity been in identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities? EQ5. ইতিবাচক বা নেতিবাচক নিউট্রিশনাল বিহেভিয়ার সনাক্তকরণ এবং পুষ্টি-সংবেদনশীল কার্যক্রম সুসংহত করার জন্য সেবা পদক্ষেপ নির্ধারণে কার্যক্রমটি কতটা সফল হয়েছে?			
D.1	Has your company been involved in any food security and nutrition activities as part of the RDC cooperation?	Yes, specify No Don't know	

	আপনার সংস্থা কি RDC এর সহযোগিতার অংশ হিসাবে কোনও খাদ্য সুরক্ষা এবং পুষ্টি কার্যক্রমে জড়িত?	হ্যাঁ, নির্দিষ্ট করুন না জানি না	
D.2	Has the food security situation in your company's area of operations improved in the last five years? আপনার কোম্পানির কার্যক্রমের ফলে খাদ্য নিরাপত্তার পরিস্থিতি কি গত পাঁচ বছরে উন্নত হয়েছে?	Yes Somewhat No Don't know হ্যাঁ কিছুটা না জানি না	
D.3	Please provide example/s of successful nutrition or food security activities সফল পুষ্টি বা খাদ্য সুরক্ষা কার্যক্রমের উদাহরণ উল্লেখ করুন		Encourage to share any project-related or general experience related to nutrition and food security পুষ্টি এবং খাদ্য সুরক্ষা সম্পর্কিত, প্রকল্প-সম্পর্কিত বা সাধারণ অভিজ্ঞতা থেকে বলতে উত্সাহিত করুন
EQ1. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result I "Increased Farm Productivity"?			
EQ1. Rice and Diversified Crops activity “মধ্যবর্তী ফলাফল-১” খামার উৎপাদনশীলতা বৃদ্ধি” অর্জনে কতটা সফল হয়েছে?			
E.1	In your opinion, has your project with RDC improved the agricultural productivity in FTF zone (in hectares and volume)? আপনার মতে, RDC এর সাথে আপনার প্রকল্পটি কি FTF জোনে (হেক্টর এবং আয়তনে) কৃষিক্ষেত্রের উন্নতি করেছে?	Yes No Not sure Not measured হ্যাঁ না নিশ্চিত না মাপি নাই	

E.2	In your opinion, have producers in FTF zone have got improved access to agricultural inputs due to your project? আপনার মতে, এফটিএফ জোনের কৃষকরা কি আপনার প্রকল্পের কারণে কৃষি উপকরণগুলিতে বেশি প্রবেশাধিকার পেয়েছে?	Definitely Somewhat No Not applicable স্পষ্টভাবে কিছুটা না প্রযোজ্য নয়	
E.3	In your opinion, have producers received better access to buyers/sales options due to your project with RDC? আপনার মতে, এফটিএফ জোনের কৃষকরা কি আপনার প্রকল্পের কারণে ক্রেতা / বিক্রয় এর ক্ষেত্রে বেশি প্রবেশাধিকার পেয়েছে?	Definitely Somewhat No Not applicable স্পষ্টভাবে কিছুটা না প্রযোজ্য নয়	
E.4	In your opinion, which of the market constraints has your project with RDC helped to improve for producers? (Select all that apply.) আপনার মতে, RDC এর সাথে আপনার প্রকল্পটি বাজারের সীমাবদ্ধতার ক্ষেত্রে কৃষকদের কোন কোন ক্ষেত্রে উন্নতি করতে সহায়তা করেছে (নির্বাচন করুন)	Access to: Technical information Market information Improved farming methods Intensified Rice Improved/New Varieties Better/diversified Cropping Patterns Mechanization Access to Inputs Access to Improved Seed Expanded produce distribution channels Access to Exports	

		Access to Finance Government Support Access to Innovation (ICT, new research data) Other (specify) প্রবেশাধিকার: প্রযুক্তিগত তথ্য মার্কেট/বাজার তথ্য উন্নত কৃষিকাজ পদ্ধতি ইটেনসিফাইড রাইস উন্নত / নতুন জাত ভাল / বিবিধ ক্রপিং প্যাটার্নস যান্ত্রিকীকরণ ইনপুট অ্যাক্সেস উন্নত বীজ অ্যাক্সেস উত্পাদন বৃদ্ধি ডিস্ট্রিবিউশন চ্যানেল এক্সপোর্ট এক্সেস ফাইন্যান্স অ্যাক্সেস সরকারী সহযোগিতা উদ্ভাবনে সহায়তা (আইসিটি, নতুন গবেষণা তথ্য) অন্যান্য (নির্দিষ্ট করুন)	
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EQ3. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result 2 “Increased Participation in Profitable Market Systems”, and strengthening of the relevant market systems, namely:

EQ3. Rice and Diversified Crops activity মধ্যবর্তী ফলাফল-২ "লাভজনক বাজার ব্যবস্থায় অংশগ্রহণ বৃদ্ধি", এবং সম্পর্কিত বাজার ব্যবস্থা শক্তিশালীকরণে কতটা সফল হয়েছে?

3a. ensuring that the incentives for each market system actor are aligned with the desired intervention and expected market system change.

৩ এ। প্রতিটি মার্কেট সিস্টেম এ্যাক্টরদের ইনসেনটিভ প্রকল্পের প্রত্যাশিত ইন্টারভেনশন এবং প্রত্যাশিত বাজার ব্যবস্থার পরিবর্তনের সাথে সম্পর্কিত রেখে প্রতিটি মার্কেট সিস্টেম এ্যাক্টরদের ইনসেনটিভ নিশ্চিত করা

3b. *facilitating increased levels of cooperation (both horizontal and vertical).*

৩ বি। সহযোগিতার মাত্রার (অনুভূমিক/হরাইজেন্টাল এবং উল্লম্ব/ভার্টিকেল) সুবিধা বাড়ানো

3c. *catalyzing investment from market system actors, both public and private, to adapt and scale up investments in commercializing new technologies, inclusive business models, or value chain upgrading strategies.*

৩ সি। নতুন প্রযুক্তি, ইনক্লুসিভ ব্যবসায়িক মডেল বা ভ্যালু চেইন আপগ্রেডিং কৌশলকে বাণিজ্যিকীকরণে বিনিয়োগের জন্য সরকারী এবং বেসরকারী উভয় মার্কেট এ্যাক্টরদের অনুপ্রানিত করা

F.1	In your opinion, have incentives provided to each market actor in your project with RDC been well aligned with the projected positive change? আপনার মতে, RDC এর সাথে আপনার প্রকল্পের প্রতিটি মার্কেট এ্যাক্টরদের প্রণোদনা দেওয়া হয়েছে, যা ইতিবাচক পরিবর্তনের সাথে সামঞ্জস্যপূর্ণ?	Yes Somewhat No, please expand what can be improved হ্যাঁ কিছুটা না, কিভাবে উন্নত করা যায় তা ব্যাখ্যা করুন	
F.2	Has your project with RDC facilitated increased levels of cooperation in your area of business? RDC এর সাথে আপনার প্রকল্পটি কি আপনার ব্যবসায়ের ক্ষেত্রে সহযোগিতার মাত্রা বৃদ্ধি করেছে?	Horizontally: Yes No Vertically: Yes No Please provide examples: অনুভূমিকভাবে/হরাইজেন্টালভাবে: হ্যাঁ না উল্লম্বভাবে/ ভার্টিকেলভাবে: হ্যাঁ	

		না উদাহরণ প্রদান করুন	
F.3	Can you please provide examples of specific new or improved service/s developed for the farmers, distributors, retailers, buyers or end users? কৃষক, পরিবেশক, খুচরা বিক্রেতা, ক্রেতা বা সর্বশেষ ব্যবহারকারীদের জন্য নির্দিষ্ট বা উন্নত পরিষেবাসমূহ উদাহরণসহ উল্লেখ করুন।	Please provide examples: উদাহরণসহ বর্ণনা করুন	
F.4	In your opinion, which of the market constraints has your project with RDC helped resolve for local value chain actors? (Select all that apply.) আপনার মতে, RDC এর সাথে আপনার প্রকল্পটি বাজার সীমাবদ্ধতার ক্ষেত্রে স্থানীয় ভ্যালু চেইন অ্যাক্টরদেরকে সমাধান করতে সহায়তা করেছে? (নির্বাচন করুন)	Access to: Technical knowledge Management skills Market information Improved farming methods Intensified rice Improved/new varieties Mechanization Access to inputs Access to improved seed Expanded/new distribution channels Access to exports Access to finance Access to innovation Government support (ICT, new research data) Other (specify) প্রবেশাধিকার: প্রযুক্তিগত তথ্য মার্কেট/বাজার তথ্য উন্নত কৃষিকাজ পদ্ধতি	

		ইটেনসিফাইড রাইস উন্নত / নতুন জাত ভাল / বিবিধ ক্রপিং প্যাটার্নস যান্ত্রিকীকরণ ইনপুট অ্যাক্সেস উন্নত বীজ অ্যাক্সেস উত্পাদন বৃদ্ধি ডিস্ট্রিবিউশন চ্যানেল এক্সপোর্ট এক্সেস ফাইন্যান্স অ্যাক্সেস সরকারী সহযোগিতা উদ্ভাবনে সহায়তা (আইসিটি, নতুন গবেষণা তথ্য) অন্যান্য (নির্দিষ্ট করুন)	
F.5	Has your company developed new private and/or public partnerships due to the RDC project? আপনার সংস্থাটি RDC প্রকল্পের ফলাফল হিসাবে নতুন ব্যক্তিগত এবং / অথবা পাবলিক অংশীদারিত্ব গড়ে তুলেছে?	Yes (specify) No হ্যাঁ (নির্দিষ্ট করুন) না	
F.6	Has your company upgraded its value chain due to the RDC project? আপনার সংস্থাটি কি RDC প্রকল্পের ফলাফল হিসাবে এর ভ্যালু চেইন কৌশলগুলি আপগ্রেড করেছে?	Yes (specify) No হ্যাঁ (নির্দিষ্ট করুন) না	
F.7	Has your company invested in commercializing new technologies due to the RDC project? আপনার সংস্থা কি RDC প্রকল্পের ফলাফল হিসেবে স্বরূপ নতুন প্রযুক্তি বাণিজ্যিকীকরণে বিনিয়োগ করেছে?	Yes (specify) No হ্যাঁ (নির্দিষ্ট করুন) না	

EQ7.2 What are some of the lessons learned? And based on lessons learned, what are some scalable interventions/technologies?

EQ7.2 শিক্ষণীয় বিষয়সমূহ ও শিক্ষণীয় বিষয়সমূহ এর উপর ভিত্তি করে কয়েকটি শিখন, কিছু গ্রহনযোগ্য ও প্রয়োগযোগ্য প্রযুক্তি

G.1	How relevant and appropriate was the program design and intervention to the communities and markets in the FTF areas in Bangladesh? প্রোগ্রামটি ডিজাইন বাংলাদেশের FTF অঞ্চলের কমিউনিটি ও বাজারগুলির জন্য কতটা প্রাসঙ্গিক এবং উপযুক্ত?	Very relevant Somewhat relevant Not relevant খুব প্রাসঙ্গিক কিছুটা প্রাসঙ্গিক প্রাসঙ্গিক না	
G.2	How adaptable has been your project approach with RDC for the changing business environment, climate, and other factors, including COVID-19 pandemic? ব্যবসায়ের পরিবেশ, জলবায়ু এবং COVID-19 মহামারী সহ অন্যান্য কারণগুলির সাথে খাপ খাওয়াতে RDC এর সাথে আপনার প্রকল্প কতটা অভিযোজ্য হয়েছে?	Highly adaptable (provide examples of change) Somewhat adaptable Not adaptable (not fast enough) অত্যন্ত অভিযোজিত (পরিবর্তনের উদাহরণ উল্লেখ করুন) কিছুটা মানিয়ে নেওয়া যায় অভিযোজ্য নয় (যথেষ্ট দ্রুত নয়)	
G.3	What are some key lessons learned from your experience of cooperating with the RDC project? RDC প্রকল্পে সহযোগিতা করার অভিজ্ঞতা থেকে কী কী গুরুত্বপূর্ণ বিষয় শিখেছেন?	Funding levels Funding timeliness Project design Project Management Staff capacity Supplier/customer tracking and information systems Infrastructure Policies Other ফান্ডিং লেভেলস সময়োপযোগী অর্থায়ন	

		প্রকল্পের নকশা প্রকল্প পরিচালনা কর্মীদের দক্ষতা সরবরাহকারী / গ্রাহক ট্র্যাকিং এবং তথ্য সিস্টেম অবকাঠামো নীতিমালা অন্যান্য	
G.4	What have been the key successes of the project or the business models that can be scalable in your company and for other market players? প্রকল্প বা ব্যবসায়িক মডেলগুলির মূল সাফল্যগুলি কী ছিল যা আপনার সংস্থায় এবং অন্যান্য বাজারের এ্যাক্টরদের জন্য গ্রহণযোগ্য হতে পারে?	Please describe: অনুগ্রহ করে বর্ণনা করুন	
G.5	Regarding the activities for the involvement your company had with RDC, to what extent will the activities continue when the relationship with RDC expires? RDC এর সাথে প্রকল্পের মেয়াদ শেষ হয়ে গেলে কি আপনার প্রতিষ্ঠানের কার্যক্রম অব্যাহত থাকবে?	1. Not confident at all 2. Somewhat confident 3. Fairly confident 4. Extremely confident ১. মোটেও আত্মবিশ্বাসী নয় ২. কিছুটা আত্মবিশ্বাসী ৩. মোটামুটি আত্মবিশ্বাসী ৪. অত্যন্ত আত্মবিশ্বাসী	
G.6	Please provide any further comments, suggestions, and recommendations for future programming improvement. ভবিষ্যতে প্রোগ্রামিং উন্নতির জন্য কোনও মন্তব্য, পরামর্শ এবং প্রস্তাব থাকলে মতামত দিন।		

Thank you for your valuable contribution to this evaluation!

এই মূল্যায়নে আপনার মূল্যবান মতামত প্রদানের জন্য আপনাকে ধন্যবাদ!

Signature of Facilitator _____ Date: _____

Signature of Record Keeper _____ Date: _____

সাক্ষাৎকার গ্রহণকারীর স্বাক্ষর _____ তারিখ: _____

সাক্ষাৎকার রেকর্ড লিপিবদ্ধকারির স্বাক্ষর _____ তারিখ: _____

Final Performance Evaluation of Rice and Diversified Crops (RDC) Activity

Focus Group Discussion (FGD) Guideline

Target group: Primary and Secondary Stakeholders – Market Actors, Value Chain Actors, Local Service Providers, Extension Services, Producers, Millers, Aggregators, Women, Youth

ফোকাস গ্রুপ ডিসকাশন (এফজিডি) গাইডলাইন

অভীষ্ট গোষ্ঠী: প্রাথমিক ও মাধ্যমিক স্টেকহোল্ডার - মার্কেট অ্যাক্টর, ভ্যালু চেইন অ্যাক্টর, লোকাল সার্ভিস প্রোভাইডার, এক্সটেনশন সার্ভিস, উৎপাদনকারী, মিলার, অ্যাগ্রিগেটর, মহিলা, যুব

তারিখ:	শুরুর সময়:		শেষ সময়:	
স্থান:	উপজেলা:		জেলা	
Respondent's category (not all the categories will be represented at each FGD but at least a group of 3): উত্তরকারীর ধরন (সমস্ত বিভাগ প্রতিটি FGD তে নয় তবে কমপক্ষে তিন এর একটি গ্রুপে প্রতিনিধিত্ব করা হবে)	Input supplier Local Service Provider Trader Producer Miller MFI/lender ১. ইনপুট সরবরাহকারী ২. স্থানীয় সার্ভিস সরবরাহকারী ৩. ব্যবসায়ী ৪. উৎপাদক ৫. মিলার ৬. MFI/ঋণদাতা	Sex: 1. Male 2. Female 3. Third Gender লিঙ্গ: ১. পুরুষ ২. মহিলা ৩. তৃতীয় লিঙ্গ	Age: বয়স:	Education: শিক্ষা:
FAS Number (if applicable):				
FAS নাম্বার (প্রযোজ্য ক্ষেত্রে)				
প্রতিষ্ঠান:				
Respondent's Names, Positions, and Contacts: উত্তরদাতার নাম, পদবী এবং নাম্বার:	1. 2. 3. 4.			

	5.
Interviewed by: সাক্ষাতকার নিয়েছেন:	
Note taker: নোট নিয়েছেন:	
Facilitator: ফ্যাসিলিটের:	

Informed consent KII

Thank you for taking the time to talk to us today. My name is _____ and my colleague's name is _____. We work for BMEL on behalf of USAID and are conducting an evaluation of the USAID-funded “Feed the Future Bangladesh Rice and Diversified Crops (RDC)” Activity implemented by ACDI/VOCA. This Activity has been implemented in 26 districts in southern Bangladesh's Zone of Influence (ZOI) over the past five years. You and/or your organization have been recommended to us as one of the key stakeholders able to provide expert insights on this topic. Your participation in this interview is voluntary. I would like to ask you some questions regarding the RDC Activity. Your views will inform our recommendations about future USAID programming in Bangladesh. We encourage you to be as candid as possible. There are no right or wrong answers to the questions. Whatever you say will be helpful to us. Would you kindly agree to participate in this interview? It will take about one hour.

KII গ্রহণের সম্মতি

আমাদের সাথে আজ কথা বলার সময় দেয়ার জন্য ধন্যবাদ। আমার নাম _____ এবং আমার সহকর্মীর নাম: _____ আমরা USAID এর পক্ষে BMEL এর জন্য কাজ করছি এবং USAID অর্থায়িত ও ACDI/VOCA দ্বারা বাস্তবায়িত “Feed the Future Bangladesh Rice and Diversified Crops (RDC)” প্রকল্পের মূল্যায়ন করছি। এই এক্টিভিটি গত ৫ বছরে বাংলাদেশের দক্ষিণের জোন অফ ইনফ্লুয়েন্স (ZOI) ২৬টি জেলায় বাস্তবায়ন করা হয়েছে। এই সমন্ধে তথ্যসরবরাহ করতে সক্ষম হিসেবে আপনি এবং/অথবা আপনার প্রতিষ্ঠানকে অন্যতম মূল অংশ হিসাবে আমাদের সুপারিশ করা হয়েছে। এই সাক্ষাত্কারে আপনার অংশগ্রহণ স্বেচ্ছাসেবী। আমি আপনাকে RDC এর কর্মকান্ড সম্পর্কে কিছু প্রশ্ন করবো। আপনার মতামতগুলি বাংলাদেশের ভবিষ্যতে USAID প্রোগ্রামিং সম্পর্কে আমাদের সুপারিশগুলিকে অবহিত করবে। এখানে কোন ভুল বা সঠিক কিছু নেই। আপনি যা কিছু বলবেন সবই আমাদের জন্য সহায়ক। আপনি কি অনুগ্রহ করে এই সাক্ষাত্কারে অংশগ্রহণ করতে সম্মত আছেন? এটা ঘন্টাখানেকের মধ্যেই হয়ে যাবে।

Confidentiality

Before we begin, I want to let you know that any information or examples we gather during this interview will not be attributed to you personally. Your privacy will be protected. We will not include your name or any information that would make it possible for anyone to identify you when they read our report. We also ask that what we discuss today remains with us alone, and you do not share with others when we have gone.

My colleague and I will take notes to make sure we do not miss any important points you make. This tape recorder will make sure I do not miss what you tell me. **(Show the recorder to the respondent.)** Your information and opinion are very important to us.

গোপনীয়তা

শুরু করার আগে, আমি আপনাকে জানাতে চাই যেকোন তথ্য অথবা উদাহরণ সংগ্রহ করি না কেন এজন্য ব্যক্তিগতভাবে আপনার জন্য দায়ী করা হবে না। আপনার পরিচয় গোপন রাখা হবে। আমরা কোথাও আপনার নাম অথবা আপনাকে অন্য কারো চিনতে সুবিধা হয় এমন কোন তথ্য রাখবো না। আমরা আরো অনুরোধ করব, আমরা যা আলোচনা করব তা আমাদের মধ্যেই থাকবে এবং আমরা চলে যাওয়ার পর এটি কারো সাথে শেয়ার করবেন না।

আপনার সহকর্মী যে কোনও গুরুত্বপূর্ণ পয়েন্ট আমরা মিস করব না তা নিশ্চিত করতে আমার সহকর্মী এবং আমি নোটগুলি নেব। এই টেপ রেকর্ডারটি নিশ্চিত করবে যে আপনি আমাকে যা বলছেন তা আমরা মিস করছি না (উত্তরদাতাকে রেকর্ডারটি দেখান)। আপনার তথ্য এবং মতামত আমাদের জন্য খুব গুরুত্বপূর্ণ।

Right to ask questions and report concerns

You have the right to ask questions about this evaluation and to have those questions answered by us before, during or after the interview. Do you have any questions for me at this time?

If you have any questions about the evaluation at a later stage, feel free to send an email to the Bangladesh Monitoring, Evaluation, and Learning Activity Chief of Party, John Roscoe, at: jroscoe@engl.com

প্রশ্ন জিজ্ঞাসা এবং উদ্বেগ রিপোর্ট করার অধিকার

সাক্ষাতকারের পূর্বে, চলাকালীন সময়ে বা পরে আপনার এটি সম্পর্কে প্রশ্ন করার অধিকার আছে যার উত্তর আমরা দিব। আপনার কি এই মুহূর্তে কোন প্রশ্ন আছে?

আপনার যদি পরবর্তীতে এটা নিয়ে কোন প্রশ্ন থাকে তাহলে যেকোন সময় বাংলাদেশ মনিটরিং, মূল্যায়ন এবং লার্নিং অ্যাক্টিভিটি (BMEL) এর চিফ অফ পার্টি John Roscoe কে jroscoe@engl.com ঠিকানায় ইমেইল করতে পারেন।

Consent

You are free to not respond to any of our questions or to stop the interview at any time.

সম্মতি

আপনি যে কোনও সময় আমাদের কোনও প্রশ্নের জবাব না দিতে পারেন বা যে কোনও সময় সাক্ষাতকারটি বন্ধ করতে পারেন।

Do you agree to participate in this interview today? Yes No

আপনি কি আজকে সাক্ষাতকার দিতে সম্মত আছেন? হ্যাঁ না

[IF THE RESPONDENT SAYS “YES,” BEGIN INTERVIEW. IF HE/SHE SAYS “NO,” END INTERVIEW]

[যদি উত্তরদাতা জানায় “হ্যাঁ,” সাক্ষাতকার শুরু করুন। যদি তিনি “না,” বলেন, সাক্ষাতকার শেষ করুন]

Note to Moderator: An FGD may have a mix of stakeholders. Subject to the composition of the group and flow of discussion, use your best judgment about which questions to ask. For example, if no one in the group is engaged in farming, you would not inquire about primary crop production.

মডারেটরের কাছে নোট: একজন FGD বিভিন্ন ধরনের স্টেকহোল্ডারদের সাথে হতে পারে। গোষ্ঠীটির গঠন এবং আলোচনার প্রবাহের উপর নির্ভর করে কোন প্রশ্ন জিজ্ঞাসা করতে হবে এক্ষেত্রে আপনার সেরা যুক্তি ব্যবহার করুন। উদাহরণস্বরূপ, গ্রুপের কেউ যদি কৃষিকাজে নিযুক্ত না হয়, আপনি প্রাথমিক ফসল উৎপাদন সম্পর্কে জিজ্ঞাসা করবেন না।

Questions		Responses
প্রশ্ন		উত্তর
The Rice and Diversified Crops (RDC) Activity aims to catalyze market system changes that promote a diversified farm management approach oriented to intensified rice production and higher-value, nutrient-rich crops to increase incomes and improve food security and nutrition in the Feed the Future (FTF) zone. ধান এবং বিবিধ ফসলের (আরডিসি) কার্যক্রম বাজার ব্যবস্থার পরিবর্তনগুলিকে উত্সাহিত করে যা Feed the Future (FTF) জোনে ধানের উৎপাদন এবং উচ্চ-মূল্যবান, পুষ্টিকর সমৃদ্ধ ফসলের আয় বৃদ্ধি এবং খাদ্য সুরক্ষা এবং পুষ্টি খামার পরিচালনার পদ্ধতির প্রচার করে। RDC's anticipated project results include: 1. Five hundred thousand (500,000) farmers in the FTF zone will have access to new and improved products, services, and/or market channels. 2. Fifty (50) percent expansion of commercial outreach in the FTF zone of production and post-harvest-related inputs and services. 3. Fifty (50) percent expansion of commercial procurement by collaborating companies in the FTF zone. আরডিসির প্রত্যাশিত প্রকল্পের ফলাফলগুলির মধ্যে রয়েছে 1. FTF জোনের ৫০০,০০০ কৃষকের নতুন এবং উন্নত পণ্য, পরিষেবা এবং / অথবা বাজারের চ্যানেলগুলিতে অ্যাক্সেস থাকবে। 2. FTF জোনে উৎপাদন এবং ফসল কাটা সম্পর্কিত ইনপুট এবং পরিষেবাদের বাণিজ্যিক প্রসারের 50% সম্প্রসারণ। 3. FTF জোনের সংস্থাগুলি দ্বারা বাণিজ্যিক সংগ্রহের 50% সম্প্রসারণ।		
EQ1. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result 1: "Increased Farm Productivity"? EQ1. ধান এবং বিবিধ ফসলের কর্মকাণ্ড তার প্রাথমিক ফলাফল ১ "Increased Farm Productivity" অর্জনে কতটা সফল হয়েছে?		
A.1	Please briefly introduce yourself to the group and tell us about your business and how long you have been in this business. অনুগ্রহ করে সংক্ষেপে আপনার পরিচয় দিন এবং আপনার ব্যবসা ও এই ব্যবসায় আপনি কতদিন আছেন তা আমাদের বলুন।	
A.2	Are you familiar with USAID's RDC Project or any other USAID projects operating in your area? If yes, what is your role in the project?	হ্যাঁ /না

	আপনি কি USAID RDC প্রজেক্ট অথবা আপনার এলাকায় পরিচালিত USAID অন্য কোন প্রজেক্টে কাজ করেছেন? যদি করে থাকেন, ঐ প্রজেক্টে আপনি কি দায়িত্বে ছিলেন?	
A.3	What crop markets are you involved in now? And five years ago? কি ধরনের শস্য মার্কেটের সাথে আপনি জড়িত? এবং ৫ বছর আগে কোনটা ছিল?	This year: e.g. rice (types), maize, pulses, oil seed, other 5 years ago: _____ এই বছর: যেমন ভাত (প্রকার), ভুট্টা, ডাল, তেল বীজ ইত্যাদি 5 বছর আগে _____
A.4	If during the past 5 years, you changed crops, what were the key reasons for the change? If you changed, how do you market your crops, and what led to the change? যদি গত ৫ বছরে আপনি ব্যবসার শস্য পরিবর্তন করে থাকেন তাহলে এটার মূল কারণ কি ছিল? যদি আপনি আপনার শস্য কিভাবে বাজারজাতকরণ করেবেন, এটা পরিবর্তন করে থাকেন, তাহলে কি পরিবর্তন করেছেন?	ইনপুট মূল্য বিক্রয় মূল্য বাজার তথ্য শস্য / বিভিন্ন তথ্য নতুন ক্রেতা উন্নত বীজ জলবায়ু পরিবর্তন / আবহাওয়া নতুন ঋণ সরকার সমর্থন আরডিসি সমর্থন অন্যান্য প্রকল্প সমর্থন যান্ত্রিকীকরণ অ্যাক্সেস অন্যান্য (উল্লেখ করুন)
A.5	Who do you buy inputs from? Seed Fertilizer Pesticides Trichoderma Inoculum	খুচরা বিক্রেতা, প্রতিষ্ঠান, রাষ্ট্রদূত কৃষক, অন্যান্য আরও ভাল দাম

A.5.1	Other (specify) Please advise if there have been changes in your input sources within the last five years, and the reasons why. আপনি কার কাছ থেকে ইনপুট কিনেছেন? বীজ সার কীটনাশক ট্রাইকোডার্মা ইনোকুলাম অন্যান্য (উল্লেখ করুন) যদি গত ৫ বছরে আপনি বিক্রেতা পরিবর্তন করে থাকেন, তাহলে কেন?	আরও ভাল পণ্য আরও ভাল / নতুন বিতরণ চ্যানেল ইনপুট উৎপাদকের কাছ থেকে সমর্থন ফসল / বাজারের পরিবর্তন ভোটাধিকার পণ্য / পরীক্ষার ফলাফল সম্পর্কে নতুন তথ্য প্রশিক্ষণ / বিস্ফোভ সরকার সমর্থন আরডিসি সমর্থন অন্যান্য প্রকল্প সমর্থন
A.6	Has your crop(s) productivity increased due to new/improved inputs? Yields Margins নতুন বা উন্নত ধরনের ইনপুটের জন্য আপনার শস্য উৎপাদন কি বেড়েছে? ফলন মুনাফা	Yes No Yes No Reasons হ্যাঁ না হ্যাঁ না কারণ
A.7	Have you received any advice or training for improved crop management and post-harvest handling practices and who provided this advice? Use of improved seed Crop protection Cropping patterns/rotation Soil improvement Post-harvest handling Other	Department of Agriculture/Extension Service Trader Input supplier Input producer Miller Buyer NGO RDC Project

	আপনি কি শস্য ব্যবস্থাপনা এবং শস্য উত্তোলনের পর কি করতে হবে তার উপর কি কোন পরামর্শ বা ট্রেনিং পেয়েছেন এবং কে পরামর্শগুলো দিয়েছে? উন্নত বীজের ব্যবহার ফসলের সুরক্ষা ক্রপিং প্যাটার্নস / আবর্তন মাটির উন্নতি ফসল কাটার পরে পরিচালনা অন্যান্য	Other কৃষি / সম্প্রসারণ পরিষেবা বিভাগ ব্যবসায়ী ইনপুট সরবরাহকারী ইনপুট উৎপাদনকারী মিলার ক্রেতা এনজিও আরডিসি প্রকল্প অন্যান্য
A.8	Have you experienced any significant crop production constraints during the last five years? গত ৫ বছরে শস্য উৎপাদনের ক্ষেত্রে আপনি কি কোন ধরনের প্রতিকূলতার সম্মুখীন হয়েছেন?	Access to inputs Market/price information Access to finance Crop procurement/sales Quality management Quantity management Climate challenges Access to machinery/mechanization Other
A.8.1	If so, have the constraints been eased/resolved? যদি হয়ে থাকেন, তাহলে কিভাবে সমাধান করেছেন?	
A.9	Question to each focus group member: In your opinion, what has led to production constraints being mitigated or resolved during the past 5 years? সকল ফোকাস গ্রুপ সদস্যদের জন্য প্রশ্ন: আপনার মতে, বিগত ৫ বছরে উৎপাদনের বাধা হ্রাস বা সমাধানের উপায় কী?	Extension services Last-mile distribution Lower input prices due to more effective distribution Well-designed incentives for farmers Better access to improved seed Harvest loss management RDC support Other ইনপুট অ্যাক্সেস বাজার / দামের তথ্য

		অর্থ অ্যাক্সেস শস্য সংগ্রহ / বিক্রয় গুণমান ব্যবস্থাপনা পরিমাণ ব্যবস্থাপনা জলবায়ু চ্যালেঞ্জ যন্ত্রপাতি / যান্ত্রিকীকরণ অ্যাক্সেস অন্যান্য সম্প্রসারণ সেবা শেষ মাইল বিতরণ আরও কার্যকর বিতরণের কারণে ইনপুট দাম কম কৃষকদের জন্য সু-নকশিত প্রণোদনা উন্নত বীজে আরও ভাল প্রবেশাধিকার ফসল হ্রাস ব্যবস্থাপনা আরডিসি সমর্থন অন্যান্য
A.10	For input providers: What are the best incentives to inspire producers to test new crops and products? ইনপুট সরবরাহকারীদের জন্যঃ নতুন শস্য পরীক্ষা করার জন্য উৎপাদনকারীদের উৎসাহিত করার জন্য সবচেয়ে ভাল উপায়/প্রনোদনা কি হতে পারে? Are you aware of incentives funded by RDC via partners intended to inspire producers to test new crops or products? Have you utilized incentives provided through RDC partners' support? আপনি কি RDC দ্বারা পার্টনারদের মাধ্যমে উৎপাদনকারীদের উৎসাহিত করার জন্য প্রনোদনা দেয়া সম্পর্কে জানেন? আপনি কি প্রাপ্ত প্রনোদনা RDC পার্টনারদের মাধ্যমে কাজে লাগিয়েছেন?	Product promotion prices Volume discounts Built-in product use information/advisory services Field days Field trials Incentives for input suppliers Other পণ্য প্রচার মূল্য ভলিউম ছাড় অন্তর্নির্মিত পণ্য ব্যবহারের তথ্য / পরামর্শক পরিষেবাগুলি মাঠের দিনগুলি মাঠে পরীক্ষণ ইনপুট সরবরাহকারীদের জন্য উদ্দীপনা

		অন্যান্য
EQ 2. How successful has the activity been in collaborating with the CSISA-Mechanization activity to strengthen access to machinery and tools through expanded commercial outreach of machinery manufacturers, dealers, and local service providers? EQ 2. যন্ত্রপাতি নির্মাতারা, ডিলার এবং স্থানীয় পরিষেবা সরবরাহকারীদের বিস্তৃত বাণিজ্যিক প্রচারের মাধ্যমে যন্ত্রপাতি ও সরঞ্জামগুলিতে অ্যাক্সেস জোরদার করতে সিএসআইএসএ-মেকানাইজেশন এক্টিভিটি কতটা সফল হয়েছে?		
B.1	Have there been key constraints inhibiting farm mechanization? What key constraints existed in 2016? Have there been any improvements in the last five years? Why? খামার যান্ত্রিকীকরণে মূল বাধা কি আছে? ২০১৬ সালের দিকে কি ধরনের মূল সমস্যাগুলো ছিল? গত ৫ বছরে কি এই সমস্যাগুলোর কোন উন্নতি হয়েছে? কেন?	Price Distribution bottlenecks Maintenance Skills/Local service providers availability/skills RDC Project support CSISA Mechanization Project support GOB support Other দাম বিতরণ বাধা রক্ষণাবেক্ষণ দক্ষতা / স্থানীয় পরিষেবা সরবরাহকারীদের উপলব্ধতা / দক্ষতা আরডিসি প্রকল্প সহায়তা সিএসআইএসএ যান্ত্রিকীকরণ প্রকল্প সমর্থন সরকার সমর্থন অন্যান্য
B.2	Are you aware of any mechanization support provided by RDC or RDC partners? আপনি কি RDC বা RDC পার্টনার দ্বারা যান্ত্রিকীকরণে সহায়তা সম্পর্কে জানেন?	
B.3	If you know, please describe the kind of mechanization services that the CSISA Activity provided.	

	যদি জেনে থাকেন, তাহলে অনুগ্রহ করে CSISA activity যান্ত্রিকীকরণে কি ধরনের সেবা প্রদান করে বর্ণনা করুন?	
B.4	How has mechanization impacted producer productivity and sales? যান্ত্রিকীকরণ কিভাবে উৎপাদকদের উৎপাদন এবং বিক্রিতে প্রভাব ফেলছে?	Yields Margins Sales Increased/decreased cost per Ha
B4.1	Have you ever used any external advice to calculate the costs and benefits of farm machinery use in the long term? অনেকদিন ধরে যন্ত্র ব্যবহারে আপনার ফার্মের খরচ এবং লাভ সম্পর্কে আপনি কি কখনো বাইরের কারো কাছ থেকে পরামর্শ পেয়েছেন?	উৎপাদনের মার্জিন বিক্রয় প্রতি হেক্টর পরিমাণ বৃদ্ধি / হ্রাস Extension services Banks Machinery seller/producer RDC Project CSISA Project Other সম্প্রসারণ সেবা ব্যাংক যন্ত্রপাতি বিক্রেতা / উৎপাদনকারী RDC প্রকল্প CSISA প্রকল্প অন্যান্য
B.5	Have you heard of or used asset-based financing? Are you aware of any banks that offer it for machinery purchase? আপনি কি সম্পদ-ভিত্তিক অর্থায়ন এর কথা শুনেছেন বা ব্যবহার করেছেন? আপনি কি এমন কোন ব্যাংকের কথা জানেন যারা যন্ত্রাংশ কেনার ক্ষেত্রে এই সুবিধা ব্যবহারের সুযোগ দেয়?	Yes No হ্যাঁ না
EQ3. To what extent has the Rice and Diversified Crops Activity been successful in achieving its Intermediate Result 2: “Increased Participation in Profitable Market Systems”?		

EQ3. ধান এবং বিবিধ ফসলের ক্রিয়াকলাপ “Increased Participation in Profitable Market Systems” এর মধ্যবর্তী ফলাফল 2 অর্জনে কতটা সফল হয়েছে?

C.1	Can each of you describe what goods and services you sell in the market? আপনারা প্রত্যেকে মার্কেটে কি ধরনের পণ্য বা সেবা বিক্রি করে থাকেন?	Traders: Input suppliers: Aggregators: Producers: LSP: Loan provider: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:
C.2	Can each of you describe your typical chain of transactions for your key goods/services, from the farm to the consumer (value chain)? আপনারা পণ্য বা সেবা ফার্ম থেকে ক্রেতা বা ভোক্তা পর্যন্ত পৌঁছানোর জন্য কি ধরনের লেনদেন করে থাকেন?	Traders: Input suppliers: Aggregators: Producers: LSP: Loan provider: Transportation: Availability of inputs: Changes in the value chain: Climate: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:
C.2.1	What are the key bottlenecks in your value chain? Over the past five years, have there been changes within the value chain in which you are involved? For example, have transactions changed or have constraints improved or become more of a problem over the last five years? If there have been changes, how and why have these changes had an impact on your business? আপনার এ ধরনের কাজে মূল বাধা কী? আপনি যেখানে এ কাজে জড়িত আছেন, সেখানে গত ৫ বছরে কোন পরিবর্তন কি হয়েছে? উদাহরণস্বরূপ, লেনদেন পরিবর্তন বা সমস্যার সমাধান বা আরো সমস্যা তৈরি কি এই ৫ বছরে হয়েছে? যদি কোন পরিবর্তন হয়ে থাকে, কিভাবে এবং কেন এই পরিবর্তন আপনার ব্যবসায় প্রভাব ফেলেছে?	Traders: Input suppliers: Aggregators: Producers: LSP: Loan provider: Transportation: Availability of inputs: Changes in the value chain: Climate: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:

		পরিবহন: ইনপুটগুলির লভ্যতা: ভ্যালু চেইনে পরিবর্তনগুলি: জলবায়ু:
C.3	What incentives do you use in your business to increase sales/expand customer base? আপনি আপনার বিক্রি বা ক্রেতা বাড়াতে কি ধরনের সুবিধা আপনার ব্যবসায় নিয়ে আসেন?	Product promotion Competitive price Demonstrations ICT (mobile applications, radio, other) Quantity discounts Quality incentives Credit/loans Public-Private Partnerships GOB support engagement Insurance Other পণ্য প্রচার প্রতিযোগী মূল্য বিক্ষেপ আইসিটি (মোবাইল অ্যাপ্লিকেশন, রেডিও, অন্যান্য) পরিমাণ ছাড় মান উত্সাহ ক্রেডিট/ ঋণ সরকারী-বেসরকারী অংশীদারি সরকার সমর্থন সম্পৃক্ততা বীমা অন্যান্য
C.4	Do you believe incentives as a business tool improve sales/margins for each value chain actor in your line of business? প্রণোদনা বিক্রি বা ক্রেতা বাড়াতে ব্যবসার একটি কৌশল, এটা কি আপনি বিশ্বাস করেন?	Traders: Input suppliers: Aggregators: Producers:

		LSP: Loan provider: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:
C.5	In your opinion, have sales or procurement incentives as a business tool been successful in reaching out to smallholder farmers (less than 5 Ha) or only larger farms in the last five years? আপনার মতে, ক্ষুদ্র কৃষকদের (যাদের জমি ৫ হেক্টরের কম) কাছে পৌঁছানোর ক্ষেত্রে ক্রয় বিক্রয়ের প্রণোদনা কতটুকু সফল?	Each FGD member: Very successful Reasonable increase No change Mainly bigger farms প্রতিটি এফজিডি সদস্য: খুব সফল যুক্তিসঙ্গত বৃদ্ধি পরিবর্তন নেই মূলত বড় খামার Number or percentage increase/decrease সংখ্যা বা শতাংশ বৃদ্ধি / হ্রাস
C.5.1	Has the RDC project helped you expand your outreach to smallholders as your clients? If so, how many smallholder clients did you have five years ago? And now? RDC প্রকল্পটি কি আপনাকে ক্ষুদ্রধারীদের আপনার ক্লায়েন্ট হিসাবে নিয়ে আসার ক্ষেত্রে কোন সহায়তা করেছে?	Traders: Input suppliers: Aggregators: Producers: LSP: Loan provider: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী:
C.6	In your opinion, have horizontal links/peer cooperation improved in your value chain? Please provide examples. আপনার মতে, আপনার value chain এ horizontal links/peer cooperation আরও উন্নত হয়েছে? দয়া করে উদাহরণ দিন।	
C.6.1	Has RDC played a role in horizontal links improvement? Please describe what role if any? Horizontal links উন্নয়নে RDC কি কোন ভূমিকা পালন করেছে? যদি করে থাকে তাহলে সেটা কি?	

		এলএসপি: ঋণ সরবরাহকারী:
C.7	In your opinion, have vertical links in your value chain improved in the last five years? Please provide examples. আপনার মতে, আপনার value chain এ vertical links গত ৫ বছরে কি উন্নত হয়েছে? দয়া করে উদাহরণ দিন।	Traders: Input suppliers: Aggregators: Producers:
C.7.1	Has RDC played a role in improvement of the vertical links in your value chain? Please describe what role if any. Vertical links উন্নয়নে RDC কি কোন ভূমিকা পালন করেছে? যদি করে থাকে তাহলে সেটা কি?	LSP: Loan provider: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:
C.8	Do you have a contract with next-level buyers? আপনি কি কখনও উপরের লেভেলের বায়ারদের সাথে যোগাযোগ করেছেন?	Yes/No হ্যাঁ না
C.8.1	Do you have a formal contract to collect or sell your products to farmers/companies? আপনার কি কৃষক বা কোন কোম্পানির সাথে পণ্য সংগ্রহ বা বিক্রয় সংক্রান্ত আনুষ্ঠানিক চুক্তি হয়েছে?	Yes/No হ্যাঁ না
C.9	For traders/millers: Where and how do you collect farm produce? ব্যবসায়ী / মিলারদের জন্য: কোথায় এবং কিভাবে আপনি পণ্য সংগ্রহ করেন?	Directly from farmgate Aggregation/farm centers Traders Other
C.10	Has there been any change in how and where you collected produce in the last five years? আপনি যেভাবে এবং যেখান থেকে পণ্য সংগ্রহ করেন, গত ৫ বছরে কি সেখানে কোন পরিবর্তন এসেছে?	সরাসরি ফার্মগেট থেকে সমষ্টি / খামার কেন্দ্রগুলি ব্যবসায়ীরা অন্যান্য

C.II	Have you received any financial services/new loans in the last five years? From whom and how did it help your business? আপনি কি গত ৫ বছরে কোন আর্থিক সেবা/নতুন ঋণ গ্রহণ করেছেন? If you received loans, were any due to RDC support? যদি লোন নিয়ে থাকেন, তাহলে সেখানে কি RDC'র কোন সহায়তা ছিল?	Banks; MFIs; Local loan providers; Neighbors Family Expanded client base Bought more produce/inputs/service/tools; Bought equipment/machinery Used for family needs Other ব্যাংক; এমএফআই; স্থানীয় ঋণ সরবরাহকারী; প্রতিবেশী পরিবার ক্লায়েন্ট বেস বাড়ানো আরও পণ্য / ইনপুট / পরিষেবা / সরঞ্জাম কিনেছেন; সরঞ্জাম / যন্ত্রপাতি কিনেছেন পরিবারের প্রয়োজনে ব্যবহৃত হয় অন্যান্য
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EQ 4. Market Accelerator Fund (MAF). How successful has the activity been in using the Market Accelerator Fund to support the activity's objectives and address targeted market system constraints.

EQ 4. Market Accelerator Fund (MAF). ক্রিয়াকলাপের লক্ষ্যগুলি এবং লক্ষ্যযুক্ত বাজার ব্যবস্থার সীমাবদ্ধতাগুলি মোকাবেলায় MAF এর তহবিল ব্যবহার করতে কতটা সফল হয়েছে।

D.I	Have you heard of or participated in the RDC Project's Market Accelerator Fund (MAF) or Market Accelerator Program (MAP)? If yes, how did you hear of it? Have you participated and, if so, what role have you played? আপনি কি RDC প্রজেক্টের Market Accelerator Fund (MAF) অথবা Market Accelerator Program (MAP) কথা শুনেছেন বা এতে অংশ নিয়েছেন? যদি নিয়ে থাকেন, আপনি কোথা থেকে শুনেছেন এবং কি দায়িত্ব ছিলেন?	Field Day Information campaign Training Received/Read Invitation for Applications/Request for Proposals by phone/in the local newspaper I am a private partner in MAF/MAP I applied but was not successful I applied and received a grant I have business with a company who is MAF private partner/grantee ফিল্ড ডে তথ্য প্রচার
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		প্রশিক্ষণ স্থানীয় পত্রিকায় ফোন দ্বারা / অ্যাপ্লিকেশনগুলির জন্য আবেদনগুলির জন্য অনুরোধ / অনুরোধের পড়ুন / পড়ুন আমি এমএএফ / এমএপি-র একটি ব্যক্তিগত অংশীদার আমি আবেদন করেছি কিন্তু সফল হই নি আমি আবেদন এবং একটি অনুদান পেয়েছি এমএএফের ব্যক্তিগত অংশীদার / অনুদানকারী একটি সংস্থার সাথে আমার ব্যবসা রয়েছে
D.2	If you are a MAF participant, how would you describe the objectives and operation of this program? আপনি যদি MAF এর অংশগ্রহনকারী হন, আপনি কিভাবে এই প্রোগ্রামের উদ্দেশ্য এবং কার্যাবলী বর্ণনা করবেন?	Market linkages Access to new products New clients (who?) New/improved products
D.2.1	How has MAF resulted in changes from your usual operations? Who are the beneficiaries and what are the benefits of your involvement? MAF কিভাবে আপনার গতানুগতিক কাজকে পরিবর্তন করেছে? কারা এটার সুবিধা পাচ্ছে এবং আপনার যুক্ত হওয়ার মাধ্যমে আপনি কিভাবে লাভবান হচ্ছেন?	New market incentives Better sales/margins Other বাজার সংযোগ নতুন পণ্য অ্যাক্সেস নতুন ক্লায়েন্ট (কে?) নতুন / উন্নত পণ্য নতুন বাজার উত্সাহ ভাল বিক্রয় / মার্জিন অন্যান্য
D.3	Have you received any training as part of MAF/MAP? If so, please specify. আপনি কি MAF/MAP এর অংশ হিসেবে কোন প্রশিক্ষণ পেয়েছেন? যদি পেয়ে থাকেন, তাহলে সেটা কি?	Sales Franchise Client information management Business planning Promotion services Contract management Reporting

		Other বিক্রয় ভোটাধিকার ক্লায়েন্ট তথ্য পরিচালনা ব্যবসায়িক পরিকল্পনা প্রচার সেবা চুক্তি ব্যবস্থাপনা রিপোর্টিং অন্যান্য
D.4	Over the past 5 years, have you enjoyed improved access to bigger buyers, producers, manufacturers, suppliers, exporters due to MAF/MAP? Please specify why and how. গত ৫ বছরে, আপনার কি MAF/MAP এর কারনে বড় বায়ার, উৎপাদক, নির্মাতা, পরিবেশক, রফতানিকারক এদের সাথে সহজ যোগাযোগ করতে পারাটা ভাল লেগেছে? বলুন কেন এবং কিভাবে?	Traders: Input suppliers: Aggregators: Producers: LSP: Loan providers: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:
D.5	Have you been reporting your clients and business data to MAF or your MAF participant partner? আপনি আপনার ক্লায়েন্ট এবং ব্যবসায়িক তথ্য MAF বা MAF এর কোন পার্টনারের সাথে শেয়ার করেছেন?	Yes/No হ্যাঁ না
D.5.1	If you have been reporting, how did you find the reporting requirements? যদি করে থাকেন, কিভাবে শেয়ার করতে হয় এটা কোথা থেকে পেয়েছিলেন?	Sufficient Yes/No Reasonable Yes/No Excessive Yes/No

		পর্যাপ্ত হ্যাঁ / না যুক্তিসঙ্গত হ্যাঁ / না অতিরিক্ত হ্যাঁ / না
D.6	Overall, do you find the MAF program successful? Please specify what are the key successes and/or lessons learned based on your participation experience. সর্বসাকুল্যে, আপনি কি দেখেন যে MAF প্রোগ্রামটা সফল? অংশগ্রহণের অভিজ্ঞতা থেকে কি ধরনের সফলতা বা শিক্ষা আপনি দেখেছেন?	Traders: Input suppliers: Aggregators: Producers: LSP: Loan providers: ব্যবসায়ীরা: ইনপুট সরবরাহকারী: সংকলক: উৎপাদনকারী: এলএসপি: ঋণ সরবরাহকারী:
D.7	What products or services have you received due to your participation in MAF? কি ধরনের পণ্য বা সেবা আপনি MAP তে অংশগ্রহণের জন্য পেয়েছেন?	Farm management advice/training Product training Branding Sales and marketing training Franchising Mechanization Financial services/loan ICT Other খামার পরিচালনার পরামর্শ / প্রশিক্ষণ পণ্য প্রশিক্ষণ ব্র্যান্ডিং বিক্রয় এবং বিপণন প্রশিক্ষণ ফ্যাঞ্চাইজিং

		যান্ত্রিকীকরণ আর্থিক পরিশেবা / ঋণ আইসিটি অন্যান্য
EQ5. How successful has the activity been in identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities? EQ5. ইতিবাচক বা নেতিবাচক পুষ্টি আচরণের নির্ণয়কারীদের সনাক্তকরণ এবং পুষ্টি-সংবেদনশীল কার্যকলাপগুলিকে সংহত করার জন্য সেবা প্রবেশের পয়েন্টগুলি নির্ধারণে কার্যকলাপটি কতটা সফল হয়েছে?		
E.1	How would you rate the situation as related to food security and nutrition within your family, friends and business associates and community? Has there been any change over the past 5 years? খাদ্য নিরাপত্তা বা পুষ্টির ক্ষেত্রে আপনি আপনার পরিবার, স্বজন এবং ব্যবসায়িক সহযোগী ও সম্প্রদায়কে কিভাবে দেখেন? গত ৫ বছরে কি কোনও পরিবর্তন হয়েছে?	Good Reasonable Some food insecurity Not optimally balance diets (families, women, youth) ভাল যুক্তিযুক্ত কিছু খাদ্য নিরাপত্তাহীনতা উপযুক্ত ভারসাম্যহীন খাদ্যতালিকা (পরিবার, মহিলা, যুবক)
E.2	Are most of your clients subsistence farmers? If so, how does this fact impact your business? আপনার ক্লায়েন্ট এর বেশীরভাগের জীবিকা কি কৃষি? যদি হয়, এটা কিভাবে আপনার ব্যবসায় প্রভাব ফেলছে?	
E.3	Are you involved in zinc rice production, consumption, sales, or distribution? আপনি কি জিঙ্ক ধান উৎপাদন, খাওয়া, বিক্রি বা পরিবেশনের সাথে যুক্ত?	Yes/No হ্যাঁ না
E.3.1	What have been the dynamics of the zinc rice demand in the last five years and why? গত ৫ বছরে কি জিঙ্ক ধানের চাহিদায় কি ধরনের গতি এসেছে? কেন?	Increased Decreased No change বেড়েছে হ্রাস পেয়েছে পরিবর্তন নেই

E.3	Do you think demand has driven a change in the nutritional value of the crops marketed in your area of operation during the last five years? If so, which crops and what has been the impact? আপনি কি মনে করেন গত ৫ বছরে চাহিদা আপনার এলাকায় যে ধরনের শস্য বাজারে যায় তার পুষ্টিমানে কোন পরিবর্তন এনেছে? যদি হয়, কি পন্য এবং কি ধরনের প্রভাব ফেলেছে?	Share of high nutrition value crop ____ has increased because of 1) changed nutrition patterns; 2) price; 3) access to inputs/services; 3) other Share of high nutrition value crop ____ has decreased because of 1) changed nutrition patterns; 2) price; 3) access to inputs/services; 3) other No change উচ্চ পুষ্টিমানের ফসল ভাগের ভাগ বৃদ্ধি পেয়েছে ১) পুষ্টির ধরণের পরিবর্তনের কারণে; ২) দাম; ৩) ইনপুট / পরিষেবা অ্যাক্সেস; ৪) অন্যান্য উচ্চ পুষ্টিমানের ফসলের ভাগ ____ এর কারণে হ্রাস পেয়েছে ১) পুষ্টির ধরণের পরিবর্তন হয়েছে; ২) দাম; ৩) ইনপুট / পরিষেবা অ্যাক্সেস; ৪) অন্যান্য পরিবর্তন নেই
E.4	Have you participated in any nutrition and food security promotion programs or events organized by the RDC activity? Please specify the program, event, and your role. আপনি কি পুষ্টি এবং খাদ্য নিরাপত্তা সংক্রান্ত কোন প্রোগ্রামে বা RDC activity দ্বারা সংগঠিত কোন event এ অংশগ্রহণ করেছেন? প্রোগ্রাম বা event এবং আপনার দায়িত্ব সম্পর্কে বলুন	Event, year ইভেন্ট, বছর
E.5	Do you believe RDC interventions have had an impact on crops being produced and marketed within your area of operations? Have RDC interventions had a positive impact on food security/nutrition behaviors in your area of operations? How about within your own family and community? আপনি কি বিশ্বাস করেন যে, RDC'র হস্তক্ষেপ আপনার কর্ম এলাকার মধ্যে উৎপাদিত এবং বাজারজাত করা ফসলের উপর প্রভাব ফেলেছে? আপনার কাজকর্মের ক্ষেত্রে RDC'র হস্তক্ষেপ কি খাদ্য সুরক্ষা / পুষ্টি আচরণগুলিতে ইতিবাচক প্রভাব ফেলেছে? আপনার নিজের পরিবার এবং সম্প্রদায়ের মধ্যে কীভাবে করেছে?	Please describe. অনুগ্রহ করে বর্ণনা করুন.

E.6	Do you think crops and food products with high nutritional value could be beneficial for the improved success of your business? আপনি কি মনে করেন উচ্চ পুষ্টিমান সম্পন্ন পণ্য এবং খাদ্য আপনার ব্যবসার সাফল্য বৃদ্ধিতে সহায়তা করতে পারে?	
EQ6. How successful has the Rice and Diversified Crops Activity been in effectively integrating gender considerations and ensure equitable access for women, increase female engagement and empowerment, and promote women entrepreneurs? EQ6. ধান এবং বিবিধ ফসলের ক্রিয়াকলাপ কার্যকরভাবে নারীদের জন্য ন্যায়সঙ্গত অ্যাক্সেস নিশ্চিত করতে, নারীদের জড়িত হওয়া এবং ক্ষমতায়ন বৃদ্ধি এবং নারী উদ্যোক্তাদের প্রচারে কতটা সফল হয়েছে?		
F.1	Do you have any women and youth clients? Has the number of your women and youth clients changed in the last five years? আপনার কি কোন নারী বা তরুণ ক্লায়েন্ট আছে? গত ৫ বছরে কি মহিলা বা তরুণ ক্লায়েন্টের সংখ্যায় কোন পরিবর্তন এসেছে?	Yes/No Increased Remained the same Decreased হ্যাঁ না বেড়েছে একই রকম থাকা হ্রাস পেয়েছে
F.2	Do you see any potential of your business improving due to an increase in women involvement? আপনি কি আপনার ব্যবসায় নারী যুক্ত হওয়ার কারণে কোন উল্লেখযোগ্য উন্নতি দেখেন?	Yes No Cultural/traditional Education
F.2.1	Are there obstacles to increased involvement of women in your operations? নারী যুক্ত হওয়ার ক্ষেত্রে কি ধরনের বাধা আসে?	Business/negotiation skills Family obligations Hard physical work হ্যাঁ না সাংস্কৃতিক / ঐতিহ্যবাহী শিক্ষা ব্যবসায় / আলোচনার দক্ষতা পারিবারিক বাধ্যবাধকতা কঠোর শারীরিক পরিশ্রম

F.3	Have you participated in any women empowerment programs as part of RDC project? Please specify. আপনি কি RDC প্রকল্পের অংশ হিসেবে নারীর ক্ষমতায়ন সংক্রান্ত কোন প্রজেক্টে অংশগ্রহণ করেছেন?	Yes/No হ্যাঁ/না
F.4	What do you do to involve women in your business, as workers, business managers, clients? আপনি আপনার ব্যবসায় কর্মী, ব্যবস্থাপক অথবা ক্লায়েন্ট হিসেবে নারী অন্তর্ভুক্ত করতে চাইলে কি করবেন?	Number
F.4.1	How many women and youth are involved in your operations now? Five years ago? কি পরিমাণ নারী বা তরুণ আপনার কাজের সাথে যুক্ত আছে? ৫ বছর আগে কতজন ছিল?	সংখ্যা
F.5	In your opinion, has RDC project succeeded in women empowerment and improving their roles and access to markets? If so, how? আপনার মতে, RDC প্রকল্পটি কি নারীর ক্ষমতায়নে এবং তাদের ভূমিকা উন্নত করতে এবং বাজারে অ্যাক্সেসে সফল হয়েছে? যদি হয়, কিভাবে?	Women-to-women business Women-targeted training and promotion Women finance schemes Awareness campaigns Diversity trainings Other নারী থেকে নারী ব্যবসা নারী লক্ষ্যযুক্ত প্রশিক্ষণ এবং প্রচার নারী ফিন্যান্স স্কিম সচেতনতা প্রচার বৈচিত্র্য প্রশিক্ষণ অন্যান্য

EQ7. How effective has the activity's MEL approach and tools been in measuring market system change?

EQ7.1 To what extent can RDC MEL data be reasonably attributed to the Rice and Diversified Crops interventions? What are the trade-offs between using survey data through a "market shed" or "catchment area" approach compared to assisting private sector firms to maintain a comprehensive customer or supplier lists? If the private-sector firms do not or cannot produce a comprehensive customer or supplier list, what impact would this have on USAID's ability to assess the number of beneficiaries attributed to the activity?

EQ7. বাজার ব্যবস্থার পরিবর্তন পরিমাপে MEL পদ্ধতি এবং সরঞ্জামগুলি কতটা কার্যকর হয়েছে?

EQ7.1 ধান এবং বিবিধ ফসলের হস্তক্ষেপে RDC MEL ডেটা কোন ক্ষেত্রে দায়ী করা যেতে পারে? একটি বিবিধ গ্রাহক বা সরবরাহকারী তালিকাগুলি বজায় রাখতে বেসরকারী সংস্থাগুলিকে সহায়তা করার তুলনায় "মার্কেট শেড" বা "ক্যাচমেন্ট এরিয়া" পদ্ধতির মাধ্যমে জরিপের তথ্য ব্যবহারের মধ্যে কী কী বাণিজ্য রয়েছে? প্রাইভেট সেক্টর সংস্থাগুলি যেখানে গ্রাহক বা সরবরাহকারী তালিকা তৈরি পারেনা, সে ক্ষেত্রে, ইউএসএআইডি-র এই কার্যকলাপ কী ধরনের প্রভাব ফেলবে?

G.1	Have you ever been a respondent to the RDC Annual Agricultural Survey? If yes, in what year(s)? Did you have a chance to read the Survey Report? আপনি কি কখনও RDCএর বার্ষিক কৃষি জরিপের অংশগ্রহণ করেছেন? যদি করেন, কোন কোন বছরে? আপনি কি জরিপ রিপোর্ট পরার কোন সুযোগ পেয়েছেন?	Yes/No 2018, 2019, 2020 হ্যাঁ না ২০১৮, ২০১৯, ২০২০
G.2	Do you believe the questions asked in the Annual Survey helped to measure the impact of the RDC on: 1. Producers 2. Value chain actors	Yes Somewhat No
G.3	If not, what else should be measured? আপনি কি মনে করেন বার্ষিক জরিপে যে প্রশ্ন করা হয়, তা RDC কে নিম্নলিখিত বিষয়গুলি পরিমাপে সাহায্য করে 1. উৎপাদক 2. ভ্যালু চেইন এক্টর যদি এগুলো না হয় তাহলে অন্য কি হতে পারে?	হ্যাঁ কিছুটা না
G.4	If you were involved in the RDC Market Accelerator Program, what did you report? আপনি যদি RDC মার্কেট এক্সিলারেটর প্রোগ্রামে যুক্ত থাকতেন, তাহলে আপনি কী রিপোর্ট করতেন?	Client numbers, characteristics and locations Client gender Client age Sales by client Impact on end-user yields

		Crop production areas Impact of improved farm practices on farmers' income Impact of improved farm practices on sales Impact on your household income Impact on your business income Produce quality Your margins Training/promotion events Other None (did not report) ক্লায়েন্ট নম্বর, বৈশিষ্ট্য এবং অবস্থান ক্লায়েন্ট লিঙ্গ ক্লায়েন্ট বয়স ক্লায়েন্ট দ্বারা বিক্রয় শেষ ব্যবহারকারীর ফলনের উপর প্রভাব শস্য উৎপাদন ক্ষেত্র কৃষকের আয়ের উপর উন্নত খামার পদ্ধতির প্রভাব বিক্রয়ের উপর উন্নত খামার পদ্ধতিগুলির প্রভাব আপনার পরিবারের আয়ের উপর প্রভাব আপনার ব্যবসায়ের আয়ের উপর প্রভাব গুণমান উৎপাদন আপনার মার্জিন প্রশিক্ষণ / প্রচার ইভেন্ট অন্যান্য কিছুই নয় (রিপোর্ট করেনি)
G.5	Do you believe monitoring and reporting producer data can be useful/relevant to your business? If so, how?	Yes No হ্যাঁ

	আপনি কি মনে করেন যে উৎপাদকের ডেটানা পর্যবেক্ষণ এবং রিপোর্ট করা আপনার ব্যবসায়ের পক্ষে দরকারী / প্রাসঙ্গিক হতে পারে? যদি হয়, কিভাবে?	
G.6	What additional incentives are needed for lead farmers and other value chain actors to report their activities relative to impacting the income, gender, and food security/nutrition of farmers with whom they are engaged in a business relationship? প্রথম সারির কৃষক এবং অন্যান্য ভ্যালু চেইন এক্টর তাদের ব্যবসায়িক সম্পর্কের সাথে জড়িত আয়, লিঙ্গ এবং খাদ্য সুরক্ষা / কৃষকদের পুষ্টি প্রভাবিত করার তুলনায় তাদের ক্রিয়াকলাপের রিপোর্টিং করার জন্য কী কী প্রণোদনার প্রয়োজন?	
EQ7.2 What are some of the lessons learned and based on lessons learned, what are some scalable interventions/technologies?		
EQ7.2 পাঠের উপর ভিত্তি করে আপনি কি কি শিখেছেন, কিছু স্কেলযোগ্য হস্তক্ষেপ / প্রযুক্তি কী কী?		
H.1	Have you developed any new business models due to the RDC/MAF involvement? If so, please specify/describe.	
H.1.1	Do any of these models have a high potential of scaling up/expansion? If so, please explain how. আপনি কি RDC/MAF সহযোগিতায় নতুন ব্যবসায়িক মডেল তৈরি করেছেন? যদি করে থাকেন তাহলে বর্ণনা করুন। এই মডেলগুলির মধ্যে এমন কোনও কি রয়েছে যার স্কেলিং / প্রসারণের উচ্চ সম্ভাবনা রয়েছে? যদি থাকে তবে দয়া করে কীভাবে তা ব্যাখ্যা করুন	
H.2	Do you believe the new business model you participated in/developed will continue after the RDC Project's end? আপনি কি বিশ্বাস করেন যে আপনি যে নতুন ব্যবসায়িক মডেলে অংশ নিয়েছেন / তৈরি করেছেন RDC প্রকল্প শেষ হওয়ার পরেও সেটি চলবে?	

H.3	Please share any lessons learned from your newfound knowledge/participation in RDC/MAF that you have not yet shared about overall operations, data collection, business models, access to markets, reporting, gender and youth empowerment, grant scheme/MAF, other. দয়া করে আপনি RDC/MAF এ অংশগ্রহণ করার মাধ্যমে সামগ্রিক কাজ, তথ্য সংগ্রহ, ব্যবসায়িক মডেল, বাজারে অ্যাক্সেস, রিপোর্টিং, লিঙ্গ এবং যুব ক্ষমতায়ন, অনুদান প্রকল্প / MAF, অন্যান্য সম্পর্কিত যা শিখেছেন কিন্তু শেয়ার করেননি তা বলুন।	
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Thank you for your valued contribution to this evaluation.

এই মূল্যায়নে আপনার মূল্যবান অবদানের জন্য আপনাকে ধন্যবাদ।

ফ্যাসিলিটেটরের স্বাক্ষর _____ তারিখ: _____

রেকর্ড রক্ষকের স্বাক্ষর _____ তারিখ: _____

Final Performance Evaluation of Rice and Diversified Crops (RDC) Activity

Primary Producers Survey Protocol, Guidelines and Questionnaire

Target group: Beneficiary Producers

প্রাথমিক উৎপাদক সমীক্ষা প্রোটোকল, গাইডলাইন এবং প্রশ্নাবলী

লক্ষ্য গোষ্ঠী: সুবিধাভোগী উৎপাদক

Date of the Survey:

জরিপের তারিখ:

I. Survey Protocol and Guide জরিপ প্রোটোকল এবং গাইড

This Agricultural Producer Survey is conducted as part of the final performance evaluation of the Rice and Diversified Crops (RDC) project funded by U.S. Agency for International Aid (USAID). RDC is implemented by ACIDI-VOCA in partnership with Bangladeshi agribusiness private companies and local agribusiness operators.

The purpose of the RDC project is to increase incomes, leading to improved food security and nutrition of farmers in 22 southern Bangladeshi districts through systemic market changes that promote a diversified farming system based on intensified rice production and the introduction of higher-value, nutrient-rich crops.

The objective of this evaluation is to measure the results and the effectiveness of the RDC project to inform future decisions and to identify as well as apply lessons learned from the evaluation to future programming in the region; even if the results were unintended or achieved without direct project involvement.

এই কৃষি উৎপাদনকারী জরিপটি U.S. Agency for International Aid (USAID) এর অর্থায়নে চাল ও বিবিধ ফসলের (RDC) প্রকল্পের চূড়ান্ত কর্মক্ষমতা মূল্যায়নের অংশ হিসাবে পরিচালিত হয়। আরডিসি ACIDI-VOCA কর্তৃক বাংলাদেশি কৃষিকাজ বেসরকারী সংস্থাগুলি এবং স্থানীয় কৃষিকাজ অপারেটরদের সাথে পার্টনারশিপের মাধ্যমে কাজ করে।

RDC এর উদ্দেশ্য হচ্ছে নিবিড় ধানের উৎপাদন এবং উচ্চমানের, পুষ্টিকর সমৃদ্ধ ফসলের প্রবর্তনের উপর ভিত্তি করে পদ্ধতিগত বাজার পরিবর্তনের মাধ্যমে বাংলাদেশের দক্ষিণের ২২ জেলার কৃষকদের আয় বাড়ানো, উন্নত খাদ্য সুরক্ষা এবং পুষ্টি নিশ্চিত করা।

এই মূল্যায়নের উদ্দেশ্যটি হচ্ছে ভবিষ্যতের সিদ্ধান্তগুলি অবহিত করার জন্য RDC প্রকল্পের ফলাফলগুলি এবং কার্যকারিতা পরিমাপ করা এবং অঞ্চলটিতে ভবিষ্যতের প্রোগ্রামিংয়ে মূল্যায়ন থেকে শেখা পাঠগুলি সনাক্তকরণের পাশাপাশি সনাক্তকরণ; এমনকি যদি ফলাফল নির্ধারিত হয় বা সরাসরি প্রকল্পে জড়িত না হয়ে অর্জিত হয়।

Confidentiality and Consent

This survey is independently conducted by BMEL, on behalf of USAID. You have been selected for participation in this survey as an agricultural producer operating in this area and we would appreciate your opinion on any changes in your operations in the last five-six years, irrespective of whether you were a direct participant in this project or not.

গোপনীয়তা এবং সম্মতি

এই সমীক্ষাটি USAID -র পক্ষ থেকে বিএমইএল স্বাধীনভাবে পরিচালনা করে। আপনি এই অঞ্চলে পরিচালিত কৃষি উৎপাদক হিসাবে এই সমীক্ষায় অংশ নেওয়ার জন্য আপনাকে নির্বাচিত করা হয়েছে এবং আমরা এই প্রকল্পে প্রত্যক্ষ অংশগ্রহণকারী ছিলেন বা না ছিলেন আমরা গত পাঁচ-ছয় বছরে আপনার কার্যক্রমের যে কোনও পরিবর্তন সম্পর্কে আপনার মতামতের প্রশংসা করব।

Scenario 1: Self-administered survey (answered by e-mail or fax)

Your participation is voluntary. There are no right or wrong answers. Please express your frank opinion openly. All individual responses will be treated in total confidentiality. The results of this survey will be aggregated across all respondents.

ধরন ১: স্ব-প্রশাসিত জরিপ (ইমেল বা ফ্যাক্স দ্বারা উত্তর)

আপনার অংশগ্রহণ স্বেচ্ছাসেবী। এর কোনো সঠিক অথবা ভুল উত্তর নেই। আপনার খোলামেলা মতামত প্রকাশ্যে প্রকাশ করুন। সমস্ত ব্যক্তিগত প্রতিক্রিয়া সম্পূর্ণ গোপনীয়তার সাথে বিবেচনা করা হবে। সমস্ত উত্তরদাতাদের একত্রিত উত্তর দ্বারা এই জরিপের ফলাফলগুলি নির্ণয় করা হবে।

If any of the survey question are irrelevant to your situation, please respond 'not applicable' and move on to the next question. In multiple-choice questions, please select all that are applicable to you. In case the entire crops/section are irrelevant to your production, simply skip and proceed with the relevant crop/section.

If you have any questions, please contact _____ at _____ (phone, e-mail, app). Thank you in advance for your valued contributions to this survey.

জরিপের কোনও প্রশ্ন যদি আপনার পরিস্থিতির সাথে সম্পর্কিত না হয় তবে দয়া করে 'প্রযোজ্য নয়' সাড়া দিন এবং পরবর্তী প্রশ্নের দিকে এগিয়ে যান। একাধিক-পছন্দমূলক প্রশ্নে, আপনার জন্য প্রযোজ্য সমস্ত নির্বাচন করুন। যদি পুরো ফসল / বিভাগ আপনার উত্পাদনের সাথে অপ্রাসঙ্গিক হয় তবে কেবল এড়িয়ে যান এবং প্রাসঙ্গিক ফসল / বিভাগটি নিয়ে এগিয়ে যান।

যদি আপনার কোন প্রশ্ন থাকে তাহলে _____ এর সাথে _____ নাম্বারে যোগাযোগ করুন। এই জরিপে আপনার অবদানের জন্য অগ্রিম ধন্যবাদ।

Scenario 2. Surveys administered in person or by phone

ধরন ২. সার্ভেগুলি ব্যক্তিগতভাবে বা ফোনে পরিচালিত

This survey is independently conducted by BMEL, on behalf of USAID. You have been selected for participation in this survey as an agricultural producer operating in this area and we would appreciate your opinion on any changes in your operations in the last five-six years, irrespective of whether you were a direct participant in this project or not.

এই সমীক্ষাটি USAID -র পক্ষ থেকে বিএমইএল স্বাধীনভাবে পরিচালনা করে। আপনি এই অঞ্চলে পরিচালিত কৃষি উত্পাদক হিসাবে এই সমীক্ষায় অংশ নেওয়ার জন্য আপনাকে নির্বাচিত করা হয়েছে এবং আমরা এই প্রকল্পে প্রত্যক্ষ অংশগ্রহণকারী ছিলাম বা না ছিলাম আমরা গত পাঁচ-ছয় বছরে আপনার কার্যক্রমের যে কোনও পরিবর্তন সম্পর্কে আপনার মতামতের প্রশংসা করব।

Your participation in this interview is voluntary. We encourage you to be as candid as possible. Your answers will be kept confidential; we will not use your name or title in our report. If there are any questions that you prefer not to answer just let us know and we will skip them. With your permission, we would like to audio record this discussion to ensure that we accurately reflect your responses. This recording will be kept confidential. Do we have your consent to record? Do you have any questions before we begin? It will take approximately 60 minutes to complete this meeting. If you agree, we can start the administration of the questionnaire?

এই সাক্ষাত্কারে আপনার অংশগ্রহণ স্বেচ্ছাসেবী। আমরা আপনাকে যথাসম্ভব খাঁটি হতে উত্সাহিত করি। আপনার উত্তরগুলি গোপন রাখা হবে; আমরা আমাদের প্রতিবেদনে আপনার নাম বা শিরোনাম ব্যবহার করব না। যদি এমন কোনও প্রশ্ন থাকে যা আপনি উত্তর দিতে পছন্দ করেন না তবে কেবল আমাদের জানান এবং আমরা সেগুলি এড়িয়ে যাব। আপনার অনুমতি নিয়ে, আমরা আপনার প্রতিক্রিয়াগুলি নির্ভুলভাবে প্রতিফলিত করি তা নিশ্চিত করতে আমরা এই আলোচনাটি অডিও রেকর্ড করতে চাই। এই রেকর্ডিং গোপন রাখা হবে। আমাদের রেকর্ড করতে সম্মতি আছে?

আমরা শুরু করার আগে আপনার কোন প্রশ্ন আছে? এই সভাটি শেষ করতে প্রায় 60 মিনিট সময় লাগবে। আপনি যদি সম্মত হন তবে আমরা প্রশ্নাবলীর প্রশাসন শুরু করতে পারি?

Thank you in advance for your valued contributions to this survey.

করুন। এই জরিপে আপনার অবদানের জন্য অগ্রিম ধন্যবাদ।

তারিখ:	স্থান	উপজেলা	জেলা	
অংশগ্রহণকারীর নাম (optional)		লিঙ্গ	বয়স	শিক্ষা
Participant category অংশগ্রহণকারীর ধরন	১. কৃষক / উৎপাদক ২. অন্যান্য (কৃষিকাজ ছাড়াও অন্য ব্যবসায় জড়িত থাকলে): ইনপুট সরবরাহকারী সমষ্টিবিদ ব্যবসায়ী মিলার যান্ত্রিক পরিষেবা সমূহ ঋণ সরবরাহকারী অন্যান্য			
স্বাক্ষর				
জরিপ পরিচালকের নাম এবং পদবী (যদি ফোন দ্বারা বা ব্যক্তিগতভাবে পরিচালিত হয়)				

2. General Information of the Respondent উত্তরদাতাদের সাধারণ তথ্য

- নাম:
- বয়স:
- লিঙ্গ:
- শিক্ষাগত যোগ্যতা: শুধু সাক্ষর করতে পারে / প্রাথমিক / মাধ্যমিক / তৃতীয় পর্যায়ের শিক্ষা
- পরিবারের সদস্য সংখ্যা:
- ফসল কাটা / কৃষিকাজে আপনার ভূমিকা:
 - HH এর প্রধান এবং মূল কৃষক
 - HH এর প্রধান নয় কিন্তু মূল কৃষক
 - মূল কৃষককে সহায়তা দানকারী কৃষক
- আপনি কি Rice and Diversified Crops (RDC) প্রকল্পের কাজের সাথে পরিচিত?

a) না

b) হ্যাঁ

8. যদি প্রযোজ্য হয়, আপনি আরডিসির সাথে কীভাবে পরিচিত তা নির্দিষ্ট করুন? (প্রযোজ্য ক্ষেত্রে নির্বাচন করুন)

	Heard from friends, family, or neighbors. বন্ধু, পরিবার বা প্রতিবেশীদের কাছ থেকে শুনেছি
	Read in the news খবরে পড়েছি
	Received promotional information from RDC or its private partners RDC বা এর ব্যক্তিগত পার্টনারদের কাছ থেকে প্রচারমূলক তথ্য পেয়েছি
	Participated in the RDC-sponsored field day RDC স্পন্সর করেছে আমন ফিল্ড ডে তে অংশগ্রহন করেছি
	Participated as a respondent in the RDC Annual Survey RDC এর বার্ষিক জরিপে উত্তরদাতা হিসেবে অংশগ্রহন করেছি
	Participated in training provided by RDC or its private partners RDC বা এর ব্যক্তিগত পার্টনারদের ট্রেনিং এ অংশগ্রহন করেছি
	Learned about RDC through dealers ডিলারদের কাছ থেকে RDC স্বমন্ব জেনেছি
	Learned about RDC through retailers রিটেইলারদের কাছ থেকে RDC স্বমন্ব জেনেছি
	Provided services/advice to other farmers and market actors within the RDC project, e.g., as a lead farmer or contractor. RDC প্রকল্পের মধ্যে অন্যান্য কৃষকদের এবং বাজারের লোকজনকে পরিষেবা / পরামর্শ প্রদান করেছেন। যেমন একজন প্রধান কৃষক বা ঠিকাদার হিসাবে
	Received direct support from the RDC Project (inputs, sales, advice, finance, other). RDC প্রকল্পের সরাসরি সমর্থন পেয়েছি (ইনপুট, বিক্রয়, পরামর্শ, অর্থ, অন্যান্য)
	অন্যান্য (উল্লেখ করুন)_____

3. Core Survey Questions মূল জরিপ প্রশ্ন

EQ1. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result 1: "Increased Farm Productivity"?

EQ1. ধান এবং বিবিধ ফসলের এক্টিভিটি তার মধ্যবর্তী ফলাফল। "Increased Farm Productivity" অর্জনে কতটা সফল হয়েছে?

1. What is your overall cropping area, in Hectares (Ha). Please include all area operated last year, owned or leased. Please express land unit as decimal to avoid confusion): _____ Ha

আপনার শস্য খেতের পরিমাণ কত হেক্টর। নিজের বা লিজ নেয়া সহ গত বছর মোট কত ছিল? (বিভ্রান্তি এড়াতে দশমিক সহ পরিমাণ লিখুন) _____ হেঃ

2. Of your total cropping area, you own _____ Ha; you lease _____ Ha

আপনার মোট খেতের মধ্যে নিজের জমির পরিমাণ _____ হেঃ; লিজ নিয়েছেন _____ হেঃ

3. What crops have you produced in the last 5 years? (Specify all that apply)

গত ৫ বছরে আপনি কি কি শস্য উৎপাদন করেছেন? (প্রযোজ্য সমূহ উল্লেখ করুন)

Name of the crops শস্যের নাম	Area under the crop last year (% of operated land) গত বছরে জমির পরিমাণ (মোট জমির কত শতাংশ)	Why are you growing this crop? (e.g. traditional, inputs price, sales price, climate change, export potential, other) আপনি কেন শস্য ফলান? (যেমন- প্রথাগত, ইনপুট মূল্য, বিক্রয় মূল্য, জলবায়ু পরিবর্তন, রফতানি সম্ভাবনা, অন্যান্য,)
ধান	1.	2.
গম	3.	4.
ভুট্টা	5.	6.
পাট	7.	8.
ডাল	9.	10.
তেলবীজ	11.	12.
সবজী	13.	14.
অন্যান্য (উল্লেখ করুন): _____ _____ _____	15.	16.

4. What are your annual cropping sequences? (Check off all that apply.)

আপনার বার্ষিক ক্রপিং ক্রম কি কি? (প্রযোজ্য সমূহ চেক করুন)

ক্রমিক	খারিফ-১ (আউশ ধানের মৌসুমের সমমান)	খারিফ-২ (আমন ধান রোপনের মৌসুমের সমমান)	রবি (বোরো ধানের মৌসুমের সমমান)	গত বছরের ক্রমানুসারে অঞ্চল (পরিচালিত জমির %)	এই ক্রমটি অনুসরণ করা হয়েছে এমন বছরের সংখ্যা
1.					
2.					
3.					
4.					
5.					

5. Have you changed any cropping patterns in last 4 years (i.e., new types of crops or varieties)?

আপনি কি গত ৪ বছরে আপনার ক্রপিং এর ধরন পরিবর্তন করেছেন (যেমন- নতুন কোন শস্য বা ধরন)?

1. হ্যাঁ
2. না

6. If yes, what type of new crops/varieties have you been cultivating (please specify):

যদি হ্যাঁ হয়, কি ধরনের নতুন শস্য বা ধরন আপনি চাষ করেছেন (উল্লেখ করুন)?

শস্য/ধরন-১ _____

শস্য/ধরন-২ _____

শস্য/ধরন-৩ _____

শস্য/ধরন-৪ _____

7. Have you introduced new crops/varieties directly due to RDC support or as a result of recommendations from input providers, consultants, or extension services?

আপনি নতুন শস্য বা ধরন শুরু করেছেন RDC সহায়তা করার জন্যে অথবা ইনপুট সরবরাহকারীদের পরামর্শে নাকি অন্য কোন বর্ধিত সেবা?

1. Yes
2. No

8. If answer to the previous question is yes, please specify what crops/varieties you introduced due to the RDC Project or as a result of recommendations from input providers, consultants, or extension services? In addition, who provided recommendations leading to you producing new crops/varieties?

যদি পূর্ববর্তী প্রশ্নের উত্তর হ্যাঁ হয়ে থাকে, দয়া করে কি ধরনের শস্য/ধরন নিয়ে আপনি কাজ করেছেন? সাথে আপনি কোথা থেকে শস্য/ধরন নিয়ে কাজ করার পরামর্শ পেয়েছেন?

শস্য/ধরন-১ _____

শস্য/ধরন-২ _____

শস্য/ধরন-৩ _____

শস্য/ধরন-৪ _____

The questions below are specific to the crops for which the respondent is targeted for survey. The crops of interest: Rice / Groundnut / Maize / Mung bean / Sesame / Sunflower.

নীচের প্রশ্নগুলি নির্দিষ্ট কিছু ফসলের জন্য উত্তরদাতাকে সমীক্ষার জন্য নির্বাচন করা হয়েছে। আগ্রহের ফসল: ধান / চিনাবাদাম / ভুট্টা / মুগবিন / তিল / সূর্যমুখী।

Skip the crops that are not relevant to the respondent.

যদি উত্তরদাতার সাথে ফসলগুলোর সম্পৃক্ততা না থাকে তাহলে বাদ দিয়ে যান

9. Please check off the crops you are currently/most recently involved growing and crops you grew five years ago.
দয়া করে আপনি বর্তমানে/খুব সম্প্রতি যে ধরনের শস্য উৎপাদন করেন এবং ৫ বছর আগে যা করতেন তা টিক দিন

শস্য/ শস্য ধরন	বর্তমান/গত বছর	পাঁচ বছর আগে
স্থানীয় ধরনের ধান		
HYV মোটা ধান		
ভাল মানের ধান		
সুগন্ধী টাইপ ধান		
হাইব্রিড ধান		
চিনাবাদাম		
ভুট্টা		
মুগ ডাল		
তিল		
সূর্যমুখী		

10. What are your most recent yields for these crops as compared to five years ago? If yields have changed, explain why. _____

পাঁচ বছর আগের তুলনায় এই ফসলের জন্য আপনার সাম্প্রতিক ফলন কী? যদি ফলন পরিবর্তন হয়ে থাকে তাহলে ব্যাখ্যা করুন কেন? _____

ধানের ধরন / শস্য ধরন	বর্তমান/গত বছর (মে:টন/হেঃ)	পাঁচ বছর আগে (মে:টন/হেঃ)
স্থানীয় ধরনের ধান		
HYV মোটা ধান		

ভাল মানের ধান		
সুগন্ধী টাইপ ধান		
হাইব্রিড ধান		
চিনাবাদাম		
ভুট্টা		
মুগ ডাল		
তিল		
সূর্যমুখী		

11. Have you recorded any changes in your margin and sales performance in the last five years, per crop/variety? (no change = 0; increase +%; decrease -%). If margins and/or sales performance has changed, explain why.

আপনি গত পাঁচ বছরে শস্য/ধরনে আপনার মার্জিন এবং বিক্রয়ের কোনও পরিবর্তন রেকর্ড করেছেন? (পরিবর্তন নাই = 0; বাড়লে +%; কমলে -%) যদি মার্জিন বা বিক্রয় পরিবর্তন হয়ে থাকে তাহলে ব্যাখ্যা করুন কেন? _____

ধানের ধরণ / শস্য ধরণ	বার্ষিক বিক্রি, +/-%	মার্জিন (লাভ), +/-%
স্থানীয় ধরনের ধান		
HYV মোটা ধান		
ভাল মানের ধান		
সুগন্ধী টাইপ ধান		
হাইব্রিড ধান		
চিনাবাদাম		
ভুট্টা		
মুগ ডাল		
তিল		
সূর্যমুখী		

12. Has there been any change in the share of internal consumption of the crop/s produced by you? (No change = 0; increase +%; decrease -%). If so, explain why the change has occurred: _____

আপনার দ্বারা উৎপাদিত ফসল (গুলি)তে অভ্যন্তরীণ খরচের কোনও পরিবর্তন হয়েছে? (পরিবর্তন নাই = 0; বাড়লে +%; কমলে -%). যদি হয়ে থাকে ব্যাখ্যা করুন কেন?

ধানের ধরন / শস্য ধরণ	বর্তমান / গত, +/-%	পাঁচ বছর আগে, +/-%
স্থানীয় ধরনের ধান		
HYV মোটা ধান		
ভাল মানের ধান		
সুগন্ধী টাইপ ধান		
হাইব্রিড ধান		
চিনাবাদাম		
ভুট্টা		
মুগ ডাল		
তিল		
সূর্যমুখী		

13. Have you introduced or improved any crop management practices? (Specify for all that apply.) If so, please explain what led to the decision(s) to make changes. _____.

আপনি শস্য পরিচালনায় নতুন/উন্নত কোন নিয়ম কি চালু করেছেন? (প্রযোজ্য সমূহ লিখুন)। যদি হয়, দয়া করে সিদ্ধান্ত পরিবর্তনে কোন ব্যাপারটি দায়ী ছিল ব্যাখ্যা করুন. _____

সাব-সেক্টর ম্যানেজমেন্ট	ইউনিট	বর্তমান	পাঁচ বছর আগে
উন্নত বীজ	কর্মক্ষেত্রের কত %		
উন্নত ফসল সুরক্ষা	কর্মক্ষেত্রের কত %		
গৃহীত যান্ত্রিকীকরণ	কর্মক্ষেত্রের কত %		
উন্নত প্রক্রিয়াজাতকরণ	উৎপাদনের কত %		
ভাল বিপণন	উৎপাদনের কত %		

14. What are the reasons for changes in your crop management practices, and have these changes produced the expected results in the last 5 years? (Check off all that apply.)

আপনার শস্য পরিচালনায় পরিবর্তনের কারন কি ছিল এবং এই পরিবর্তন কি গত পাচ বছরে আপনার উৎপাদনে আশানুরূপ পরিবর্তন এনেছে? (প্রযোজ্য সমূহ লিখুন)

ফ্যাক্টর	কারণসমূহ	ফলাফল
অনুকূল জলবায়ু / জলবায়ু পরিবর্তন		
ইনপুট ব্যয় হ্রাস		
সহজলভ্য ইনপুট		
নতুন পার্টনারশিপ		
উন্নত বিতরণ চ্যানেল		
ভাল মূল্য		
অর্থ সহজলভ্যতা		
অন্যান্য (উল্লেখ করুন)		

15. From where have you acquired inputs for crop production for the last 5 years? (Check off all that apply.)
 গত পাঁচ বছরে শস্য উৎপাদনে কাদের কাছ থেকে ইনপুট উপকরণ পেয়েছেন? (প্রযোজ্য সমূহ টিক দিন)

উৎস	ইনপুট অ্যাক্সেস করা হয়েছে		
	বীজ	সার	কৃষি রাসায়নিক
নিজ			
প্রতিবেশী			
ইনপুট ডিলার			
চুক্তিবদ্ধ সংস্থা (ঐচ্ছিক: কোম্পানির নাম)			
অন্যান্য (উল্লেখ করুন)			

16. What services have you received in the last 5 years? (Check off all that apply.)
 গত পাঁচ বছরে কি ধরনের সেবা আপনি পেয়েছেন? (প্রযোজ্য সমূহ টিক দিন)

	কৃষি অর্থনীতি
	উপদেষ্টা
	যান্ত্রিকীকরণ
	সমষ্টি
	প্রক্রিয়াজাতকরণ

	বাজারজাতকরন/বিক্রি
	আর্থিক
	আইসিটি (উদাঃ মোবাইল বিক্রয় / পরামর্শ / প্রচার পরিষেবাদি)
	অন্যান্য (উল্লেখ করুন) _____

17. What are the sources of the services you have received in the last 5 years? (Select all that apply.)

গত পাঁচ বছরে প্রাপ্ত সেবা সমূহের উৎস কি ছিল? (প্রযোজ্য সমূহ বাছাই করুন)

	Your father or male relative আপনার বাবা বা পুরুষ আত্মীয়
	Your mother or female relative আপনার মা বা মহিলা আত্মীয়
	Your neighbor আপনার প্রতিবেশী
	Farmer group you belong to আপনার নিজের পরিবারের সদস্য
	Input dealers ইনপুট ডিলার
	Government agriculture officer ("Krishi officer") সরকারী কৃষি অফিসার
	Company representatives you purchase products from যে কোম্পানি থেকে পণ্য কিনেছেন তার প্রতিনিধি
	Millers/processors মিলার/ প্রক্রিয়াকারী
	Buyers ক্রেতা
	Local service providers, e.g., mechanization স্থানীয় সেবা সরবরাহকারী, যেমন-যান্ত্রিকীকরণ
	Bank agents or Micro-finance Institution (MFI) you receive loans from ব্যাংক এজেন্ট বা মাইক্রো ফিনান্স ইনস্টিটিউশন (এমএফআই) থেকে আপনি ঋণ গ্রহণ করেছেন

	You are a champion on your own and you do not need external advice আপনি নিজেই স্বয়ংসম্পূর্ণ এবং বাইরের কারো নির্দেশনা দরকার নেই
	Other (please specify) _____ অন্যান্য (উল্লেখ করুন) _____

EQ 2. How successful has the activity been in collaborating with the CSISA-Mechanization activity to strengthen access to machinery and tools through expanded commercial outreach of machinery manufacturers, dealers, and local service providers?

EQ 2. যন্ত্রপাতি নির্মাতারা, ডিলার এবং স্থানীয় পরিষেবা সরবরাহকারীদের বিস্তৃত বাণিজ্যিক প্রচারের মাধ্যমে যন্ত্রপাতি ও সরঞ্জামগুলিতে অ্যাক্সেস জোরদার করতে সিএসআইএসএ-মেকানাইজেশন এক্টিভিটি কতটা সফল হয়েছে?

18. To what degree has your use of mechanized farming changed in the last five years? (Select all that apply.)
গত পাঁচ বছরে আপনার যন্ত্র ব্যবহারের কি ধরনের পরিবর্তন হয়েছে? (প্রযোজ্য সমূহ নির্বাচন করুন)

	I have not used any machinery আমি কোন যন্ত্র ব্যবহার করিনি
	Increased for part of operations/crops কাজ/ ফসলের অংশের জন্য বৃদ্ধি পেয়েছে
	I have switched to fully mechanized operations আমি সম্পূর্ণরূপে যান্ত্রিক ক্রিয়াকলাপে চলে গেছি
	I have bought my own harvester, transplanter, other farm machinery আমি আমার নিজের ফসল কাটা, ট্রান্সপ্লান্টার, অন্যান্য খামার যন্ত্রপাতি কিনেছি
	I have been increasingly using services from local service providers আমি স্থানীয় পরিষেবা সরবরাহকারীদের থেকে পরিষেবাগুলি ক্রমবর্ধমানভাবে ব্যবহার করছি
	My use of local service providers has decreased আমার স্থানীয় পরিষেবা সরবরাহকারীদের ব্যবহার হ্রাস পেয়েছে

19. If there has been a change in relation to mechanization of your operations, please indicate why. (Select all that apply.)

যদি আপনার কাজ যান্ত্রিকীকরণের ক্ষেত্রে কোনও পরিবর্তন ঘটে থাকে তবে দয়া করে কেন তা নির্দেশ করুন (প্রযোজ্য সমূহ নির্বাচন করুন):

	I have had increased income and bought my own machinery. আমি আয় বৃদ্ধি করেছি এবং আমার নিজের যন্ত্রপাতি কিনেছি
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	Increased for part of operations/crops. কাজ / ফসলের অংশের জন্য বৃদ্ধি পেয়েছে
	I have switched to fully mechanized operations to increase yields, margins, and income. ফলন, মার্জিন এবং আয় বাড়ানোর জন্য আমি সম্পূর্ণরূপে যান্ত্রিকীকরণে চলে এসেছি
	I have bought my own harvester, transplanter, and/or other farm machinery due to a loan. আমি ঋণের নিয়ে আমার নিজের ফসল কাটা, ট্রান্সপ্লান্টার, অন্যান্য খামার যন্ত্রপাতি কিনেছি
	Local service providers have become more accessible and affordable. স্থানীয় পরিষেবা সরবরাহকারীরা আরও সহজলভ্য এবং সাশ্রয়ী হয়ে উঠেছে
	Local service providers are scarce and expensive in my area. স্থানীয় পরিষেবা সরবরাহকারীরা আমার অঞ্চলে দুর্লভ এবং ব্যয়বহুল
	I have improved my mechanization skills/operations or access to mechanization services due to CSICA-Mechanization Project. CSICA- যান্ত্রিকীকরণ প্রকল্পের কারণে আমি আমার যান্ত্রিকীকরণ দক্ষতা / পরিচালনা বা যান্ত্রিকীকরণ পরিষেবাদিতে উন্নতি করেছি
	I have improved my mechanization skills/operations or access to mechanization services due to RDC Project. RDC প্রকল্পের কারণে আমি আমার যান্ত্রিকীকরণ দক্ষতা / পরিচালনা বা যান্ত্রিকীকরণ পরিষেবাদিতে উন্নতি করেছি

EQ3. To what extent has the Rice and Diversified Crops activity been successful in achieving its Intermediate Result 2: “Increased Participation in Profitable Market Systems”?

EQ3. ধান এবং বিবিধ ফসলের ক্রিয়াকলাপ “Increased Participation in Profitable Market Systems” এর মধ্যবর্তী ফলাফল 2 অর্জনে কতটা সফল হয়েছে?

20. Where did you sell most your products in the last season as compared to five years ago? (On a scale of 1 = the least volume sold to 5 = most volume sold).

আপনি আপনার পন্য পাঁচ বছর আগের তুলনায় কোথায় বেশিরভাগ ক্ষেত্রে বিক্রি করেন? (১ থেকে ৫ এর মধ্যে দিন। ১=সবচেয়ে কম বিক্রি, ৫=সবচেয়ে বেশি বিক্রি)

	সাম্প্রতিক / গত বছর		পাঁচ বছর আগে
	পারিবারিক ব্যবহারের জন্য ব্যবহৃত		পারিবারিক ব্যবহারের জন্য ব্যবহৃত
	স্থানীয় বাজার		স্থানীয় বাজার
	জেলা পর্যায়ের বাজার		জেলা পর্যায়ের বাজার
	জাতীয় পর্যায়ের বাজার		জাতীয় পর্যায়ের বাজার

21. If there has been a change, please specify the reason(s) for the change. _____
যদি কোন পরিবর্তন হয়ে থাকে, তাহলে কারন উল্লেখ করুন _____
22. Who is your main customer now as compared to five years ago? (Select one.)
পাঁচ বছর আগের তুলনায় কে আপনার মূল ক্রেতা? (১টি নির্বাচন করুন)
Now: 1. Paiker/local traders, 2. Retailers, 3. Aratder, 4. Processor, 5. Exporter, 6. Contractual buyer, 7. Farm center, 8. Other (specify) _____
এখন: ১. পাইকার / স্থানীয় ব্যবসায়ী, ২. খুচরা বিক্রেতা, ৩. আড়তদার, ৪. প্রসেসর, ৫. রফতানিকারী, Contract. চুক্তিভিত্তিক ক্রেতা, ৬. খামার কেন্দ্র, ৭. অন্যান্য (উল্লেখ করুন)
Five years ago: 1. Paiker/Local Traders, 2. Retailers, 3. Aratder, 4. Processor, 5. Exporter, 6. Contractual Buyer, 7. Farmers' Center, 8. Other (specify) _____
পাঁচ বছর আগে: ১. পাইকার / স্থানীয় ব্যবসায়ী, ২. খুচরা বিক্রেতা, ৩. আড়তদার, ৪. প্রসেসর, ৫. রফতানিকারী, Contract. চুক্তিভিত্তিক ক্রেতা, ৬. খামার কেন্দ্র, ৭. অন্যান্য (উল্লেখ করুন)
23. How do you get market information now? Five years ago? (Select all that apply.)
আপনি এখন কিভাবে মার্কেট এর তথ্য পান? পাঁচ বছর আগে কিভাবে পেতেন? (প্রযোজ্য সমূহ নির্বাচন করুন)
Now: 1. Mobile phone, 2. Traders, 3. Farmers' Center, 4. Volunteer, 5. Youth Group, 6. Other (specify) _____
এখন: ১. মোবাইল ফোন, ২. ব্যবসায়ী, ৩. কৃষকের কেন্দ্র, ৪. স্বেচ্ছাসেবক, ৫. যুব গ্রুপ, ৬. অন্যান্য (উল্লেখ করুন)
Five years ago: 1. Mobile phone, 2. Traders, 3. Farmers' Center, 4. Volunteer, 5. Youth Group, 6. Other (specify) _____
পাঁচ বছর আগে: ১. মোবাইল ফোন, ২. ব্যবসায়ী, ৩. কৃষকের কেন্দ্র, ৪. স্বেচ্ছাসেবক, ৫. যুব গ্রুপ, ৬. অন্যান্য (উল্লেখ করুন)
24. Do you have a bank account? If yes, in which bank?
আপনার কি ব্যাংক একাউন্ট আছে? যদি থাকে, কোন ব্যাংক:
I. Bank Asia, 2. Sonali Bank, 3. BRAC Bank, 4. City Bank, 5. Other (specify) _____
১. ব্যাংক এশিয়া, ২. সোনালী ব্যাংক, ৩. ব্রাক ব্যাংক, ৪. সিটি ব্যাংক ৫. অন্যান্য (উল্লেখ করুন)
25. Do you have a loan? If so, what is the source? (Select all that apply.)
আপনি কি কোন ঋণ নিয়েছেন? নিয়ে থাকলে কোথা থেকে? (প্রযোজ্য সমূহ নির্বাচন করুন)
I. Bank Asia, 2. BRAC, 3. City Bank, 4. RDRS, 5. Cooperative, 6. MFI, 7. Relative, 8. Mahajan, 9. Neighbor, 10. Government Agency, 11. Other (specify) _____
১. ব্যাংক এশিয়া, ২. ব্রাক ব্যাংক, ৩. সিটি ব্যাংক, ৪. আরডিআরএস, ৫. কোঅপারেটিভ, ৬. এমএফআই, ৭. আত্মীয়, ৮. মহাজন, ৯. প্রতিবেশী, ১০. সরকারী এজেন্সি, ১১. অন্যান্য (উল্লেখ করুন)

EQ5. Nutrition. How successful has the activity been in identifying the determinants of positive or negative nutritional behaviors and determining the best entry points for integrating nutrition-sensitive activities?

EQ5. পুষ্টি. ইতিবাচক বা নেতিবাচক পুষ্টি আচরণের নির্ণয়কারীদের সনাক্তকরণ এবং পুষ্টি-সংবেদনশীল কার্যকলাপগুলিকে সংহত করার জন্য সেবা প্রবেশের পয়েন্টগুলি নির্ধারণে কার্যকলাপটি কতটা সফল হয়েছে?

26. Have you recorded any change in the food security and/or nutritional practices in your household in the last five years? If so, why has there been a change? Describe change(s).

আপনি কি গত পাঁচ বছরে আপনার পরিবারের খাদ্য সুরক্ষা এবং / বা পুষ্টির কোনও পরিবর্তন রেকর্ড করেছেন? যদি হয়ে থাকে, তাহলে কেন পরিবর্তন হয়েছে? পরিবর্তনগুলো বর্ণনা করুন।

1. পরিস্থিতি এখন আরও খারাপ
2. মোটেও কোনও উন্নতি হয়নি
3. সামান্য উন্নতি
4. উল্লেখযোগ্য অগ্রগতি

EQ6. Gender. How successful has the Rice and Diversified Crops activity been in effectively integrating gender considerations and ensure equitable access for women, increase female engagement and empowerment, and promote women entrepreneurs?

EQ6. লিঙ্গ। ধান এবং বিবিধ ফসলের ক্রিয়াকলাপ কার্যকরভাবে নারীদের জন্য ন্যায়সঙ্গত অ্যাক্সেস নিশ্চিত করতে, নারীদের জড়িত করতে এবং ক্ষমতায়ন বৃদ্ধিতে এবং নারী উদ্যোক্তাদের প্রচারে কতটা সফল হয়েছে?

27. Have you recorded any change in women's role in your family's farm operations in the last five years?

আপনি কি গত পাঁচ বছরে আপনার পরিবারের খামার পরিচালনায় মহিলাদের ভূমিকায় কোনও পরিবর্তন রেকর্ড করেছেন?

5. সম্পৃক্ততা কমেছে
6. আগের মত
7. কিছু সম্পৃক্ততা বেড়েছে
8. উল্লেখযোগ্য সম্পৃক্ততা বেড়েছে

28. Have you participated in the following programs in the last five years? (Select all that apply.)

আপনি কি গত পাঁচ বছরে নিম্নলিখিত প্রোগ্রামগুলিতে অংশ নিয়েছেন? (প্রযোজ্য সমূহ নির্বাচন করুন)

প্রোগ্রাম	প্রোগ্রাম স্পন্সর করেছে		
	সরকার	RDC প্রকল্প	অন্যান্য প্রকল্প (উল্লেখ করুন যদি সম্ভব হয়)
Food security খাদ্য সুরক্ষা			
Women Empowerment নারী ক্ষমতায়ন			
Youth empowerment তরুন ক্ষমতায়ন			

29. What kind of support would be most valuable for your farming operations in the future?

ভবিষ্যতে আপনার কৃষিকাজ পরিচালনার জন্য কোন ধরনের সহায়তা সবচেয়ে বেশি মূল্যবান হবে?

Thank you for your valued contribution to this evaluation.

এই মূল্যায়নে আপনার মূল্যবান অবদানের জন্য আপনাকে ধন্যবাদ।

উত্তরদাতার স্বাক্ষর _____ তারিখ: _____

যদি প্রযোজ্য হয়:

ফ্যাসিলিটেটরের স্বাক্ষর _____ তারিখ: _____

রেকর্ড রক্ষকের স্বাক্ষর _____ তারিখ: _____

ANNEX 5-A: BIBLIOGRAPHY

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
1	Tasking Request (a lieu SOW and RFP) for BRDC, USAID, 11/22/2020	2/2/2021	ME&A	Yes
2	Brief Proposal Tasking Request S029: Final Performance Evaluation of the Bangladesh Rice and Diversified Crops, ME&A, pdf file created 1/11/2021	2/2/2021	ME&A	Yes
3	RDC Statement of Work/Project Description	4/13/2021		Yes
4	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00002, Award Date 7/13/2016	Week 4/22/2021	RDC	BMEL-RDC Google Drive
5	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 1, 9/29/2016, Incremental Funding	Week 4/22/2021	RDC	BMEL-RDC Google Drive
6	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 2, 4/3/2017, Incremental Funding; AOR appointment	Week 4/22/2021	RDC	BMEL-RDC Google Drive
7	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 3, 7/16/2017, Incremental Funding; Update Mandatory Standard Provisions	Week 4/22/2021	RDC	BMEL-RDC Google Drive
8	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 4, 2/12/2018, Incremental Funding	Week 4/22/2021	RDC	BMEL-RDC Google Drive
9	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 5, 9/2/2018, Incremental Funding	Week 4/22/2021	RDC	BMEL-RDC Google Drive
10	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 6, 4/23/2019, Incremental Funding	Week 4/22/2021	RDC	BMEL-RDC Google Drive
11	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 7, 7/15/2020, Incremental Funding and Procurement of Covered Material	Week 4/22/2021	RDC	BMEL-RDC Google Drive
12	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 8, 2/9/2021, AOR and Sustantial Involvement Sections Revision	Week 4/22/2021	RDC	BMEL-RDC Google Drive

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
13	RDC USAID-ACDI-VOCA Cooperative Agreement AID-388-A-16-00003, Modification 9, No-Cost-Extension till 12/12/2021 and Revised Budget	4/20/2021	RDC	Yes
14	RDC FY2016 Quarter 4 Report, Jul-Sep 2016, ACDI-VOCA, 10/2016	3/9/2021	ME&A	Yes
15	RDC FY2017 Quarter 1 Report, Oct-Dec 2016, ACDI-VOCA, 1/30/2017	3/9/2021	ME&A	Yes
16	RDC FY2017 Quarter 2 Report, Jan-Mar 2017, ACDI-VOCA, 4/30/2017	3/9/2021	ME&A	Yes
17	RDC FY2017 Quarter 3 Report, Apr-Jun 2017, ACDI-VOCA, 7/31/2017	3/9/2021	ME&A	Yes
18	RDC FY2018 Quarter 1 Report, Oct-Dec 2017, ACDI-VOCA, 1/15/2018	3/9/2021	ME&A	Yes
19	RDC FY2018 Quarter 2 Report, Jan-Mar 2018, ACDI-VOCA, no date	3/9/2021	ME&A	Yes
20	RDC FY2018 Quarter 3 Report, Apr-Jun 2018, ACDI-VOCA, no date	3/9/2021	ME&A	Yes
21	RDC FY2019 Quarter 1 Report, Oct-Dec 2018, ACDI-VOCA, 1/30/2019	3/9/2021	ME&A	Yes
22	RDC FY2019 Quarter 2 Report, Jan-Mar 2019, ACDI-VOCA, 4/2019	3/9/2021	ME&A	Yes
23	RDC FY2019 Quarter 3 Report, Apr-Jun 2019, ACDI-VOCA, no date	3/9/2021	ME&A	Yes
24	RDC FY2020 Quarter 1 Report, Oct-Dec 2020, ACDI-VOCA, 1/30/2020	3/9/2021	ME&A	Yes
25	RDC FY2020 Quarter 2 Report, Jan-Mar 2020, ACDI-VOCA, 4/30/2020	3/9/2021	ME&A	Yes
26	RDC FY2020 Quarter 3 Report, Apr-June 2020, ACDI-VOCA, 7/30/2020	3/9/2021	ME&A	Yes
27	RDC FY2021 Quarter 1 Report, Oct-Dec 2020, ACDI-VOCA, 1/15/2021	4/20/2021	RDC	Yes
28	RDC FY2021 Quarter 2 Report, Jan-Mar 2021, ACDI-VOCA, 4/15/2021	4/21/2021	RDC	Yes
29	RDC Activity Presentation, ACDI-VOCA, 4/22/2021	4/22/2021	RDC	Yes
30	RDC FY2017 Annual Report, Oct 2016-Sep 2017, ACDI-VOCA, 10/2017	3/9/2021	ME&A	Yes
31	RDC FY2018 Annual Report, Oct 2017-Sep 2018, ACDI-VOCA, no date	3/9/2021	ME&A	Yes
32	RDC FY2019 Annual Report, Oct 2018-Sep 2019, ACDI-VOCA, no date	3/9/2021	ME&A	Yes

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
33	RDC FY2020 Annual Report, Oct 2019-Sep 2020, ACIDI-VOCA, file created 11/13/2020	3/9/2021	ME&A	Yes
34	RDC FY2017-2018 Work Plan #1, Jan-Sep 2017, ACIDI-VOCA, 2017	3/9/2021	ME&A	Yes
35	RDC FY2017 Work Plan, May-Sep 2017, ACIDI-VOCA, 2017	3/9/2021		BMEL-RDC Google Drive
36	RDC FY2018-2019 Work Plan, Jan-Sep 2018, ACIDI-VOCA, 10/2018	3/9/2021	ME&A	Yes
37	RDC FY2018 Work Plan, Apr-Jun 2018, ACIDI-VOCA, 2018	3/9/2021		BMEL-RDC Google Drive
38	RDC FY2019 Work Plan, Jan-Mar 2019, ACIDI-VOCA, 2019	3/9/2021		BMEL-RDC Google Drive
39	RDC FY2019 Work Plan, Apr-Jun 2019, ACIDI-VOCA, 2019	3/9/2021		BMEL-RDC Google Drive
40	RDC FY2019 Work Plan, Jul-Sep 2019, ACIDI-VOCA, 8/2019	3/9/2021		BMEL-RDC Google Drive
41	RDC FY2019–2020 Work Plan, Oct– Sep 2020, ACIDI-VOCA, 9/2019	3/9/2021	ME&A	Yes
42	RDC FY2020 Work Plan, Jan-Mar 2020, ACIDI-VOCA, 2020	3/9/2021	ME&A	BMEL-RDC Google Drive
43	RDC FY2020 Work Plan, Apr-Jun 2020, ACIDI-VOCA, 2020	3/9/2021	ME&A	BMEL-RDC Google Drive
44	RDC FY2020 Work Plan, Jul-Sep 2020, ACIDI-VOCA, 2020	3/9/2021	ME&A	BMEL-RDC Google Drive
45	RDC FY2020-2021 Work Plan, Oct 2020 – Jul 2021, ACIDI-VOCA, 9/2020	3/9/2021	ME&A	Yes
46	RDC FY2020-2021 Work Plan, Jan-Mar 2021, ACIDI-VOCA, 2021	4/20/2021	RDC	BMEL-RDC Google Drive
47	RDC FY2020-2021 Work Plan, Apr-Jun 2021, ACIDI-VOCA, 2021	4/20/2021	RDC	BMEL-RDC Google Drive
48	RDC FY2021 Work Plan, Apr 2020– Dec 2021, No-Cost Extension, with lrs, Draft 2, ACIDI-VOCA, 4/2021	4/20/2021	RDC	Yes
49	RDC FY2018 Annual Performance and Baseline Report 2017-2018, ACIDI-VOCA-Data Management Aid, 4/2019	3/9/2021	ME&A	Yes
50	RDC FY2019 Annual Performance Study Report 2018-2019, ACIDI-VOCA-Consiglieri, 11/2019	3/9/2021	ME&A	Yes

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
51	RDC FY2020 Annual Performance Study Report 2019-2020, ACIDI-VOCA, file created 12/20/2020	3/9/2021	ME&A	Yes
52	RDC FY2020 Annual Survey, a set of 100 KII reports from 16 districts	6/3/2021	RDC	BMEL-RDC Google Drive
53	RDC Annual Survey 2018–2020, a set of 10 producer and market actor questionnaires	6/3/2021	RDC	BMEL-RDC Google Drive
54	RDC Monitoring, Evaluation and Learning (MEL) Plan, ACIDI-VOCA, 12/15/2016	Week after 4/22/2021	RDC	BMEL-RDC Google Drive
55	RDC MEL Plan, ACIDI-VOCA, Revision 2, 2/2018	4/13/2021	USAID	Yes
56	RDC MEL Plan, ACIDI-VOCA, Revision 3, 12/15/2016	5/3/2021		BMEL-RDC Google Drive
57	RDC MEL Plan, ACIDI-VOCA, Revision 4, 4/10/2019	3/9/2021	ME&A	Yes
58	RDC MEL Operational Guide, 4/20/2021	5/3/2021		BMEL-RDC Google Drive
59	RDC MEL Systems Presentation, ACIDI-VOCA, 4/13/2021	4/21/2021	RDC	Yes
60	RDC Collaboration. Learning and Adaptation Plan. ACIDI-VOCA, 12/15/2016, revised version 7/30/2017	Feb-Mar 2021	DEC	Yes
61	RDC FY2017-2018 Preliminary Gender Analysis Report, Oct-Dec 2017, ACIDI-VOCA, 2/2018	Feb-Mar 2022	DEC	Yes
62	RDC Market Actor Partnership Agreement - Gender Review Checklist, ACIDI-VOC, file created 1/2021	Feb-Mar 2023	DEC	Yes
63	RDC Engaging Women in Agricultural Market Systems, Business Case Study, 2/2019	Week 4/22/2021		BMEL-RDC Google Drive
64	2017 Invitation for Applications, 3-2017, 8/2017	Week 4/22/2021	RDC	BMEL-RDC Google Drive
65	2018 Request for Applications, 4-2018, Lentil Disease Control, 9/1/2018	Week 4/22/2021		BMEL-RDC Google Drive
66	2018 Request for Applications, 5-2018, Mustard and Lentil Disease Control, 9/1/2018	Week 4/22/2021		BMEL-RDC Google Drive

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
67	2018 Request for Applications, 6-2018, Procurement Models, 9/1/2018	Week 4/22/2021		BMEL-RDC Google Drive
68	2018 Request for Applications, 7-2018, Nutrition, 9/10/2018	Week 4/22/2021		BMEL-RDC Google Drive
69	2018 Request for Applications, 8-2018, Financial Sector Innovation, 9/23/2018	Week 4/22/2021		BMEL-RDC Google Drive
70	2018 Request for Applications, 9-2018, Maize Production, 10/8/2018	Week 4/22/2021		BMEL-RDC Google Drive
71	2018 Request for Applications, 10-2018, Rice Procurement and Sales, 10/8/2018	Week 4/22/2021		BMEL-RDC Google Drive
72	2018 Request for Applications, 11-2018, Mung bean Production, 10/18/2018	Week 4/22/2021		BMEL-RDC Google Drive
73	2018 Request for Applications, 12-2018, Dealer Performance Management Systems, 11/28/2018	Week 4/22/2021		BMEL-RDC Google Drive
74	2019 Annual Program Statement, 13-2019, 4/1/2019	Week 4/22/2021		BMEL-RDC Google Drive
75	2019 RDC Annual Program Statement (APS) – Invitation for Grant Applications, ACDI-VOCA, 14-2019, 4/1/2019	Feb-Mar 2024	DEC	Yes
76	2020 Request for Applications, 15-2020, 4/20/2020	Week 4/22/2021		BMEL-RDC Google Drive
77	2020 Request for Applications, 16-2020, 7/14/2020	Week 4/22/2021		BMEL-RDC Google Drive
78	2021 Annual Program Statement, 17-2021, 4/15/2021	Week 4/22/2021		BMEL-RDC Google Drive
79	RDC FTF Subaward Database Example, ACDI-VOCA, 4/10/2021	4/21/2021	RDC	Yes
80	RDC Solicitations. ACDI-VOCA, 4/21/2021	4/21/2021	RDC	Yes
81	RDC Fixed-Amount Subaward Agreement Template, 4/2021	4/22/2021	RDC	Yes
	RDC 81 Fixed-Amount Subaward (FAS) Agreements	Requested 4/16/2021		
83	RDC MOUs, seven documents received	6/3/2021	RDC	BMEL-RDC Google Drive
	RDC FAS Applications and Progress Reports	Requested 4/16/2021		
84	RDC FAS Closing Summaries, 33 reports received	6/3/2021	RDC	BMEL-RDC Google Drive
	RDC MEL Database of beneficiaries, partners, and FAS grantees	Requested 4/16/2022		

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
85	RDC ID-coded Beneficiary Data, 8111 beneficiaries	5/4/2021	USAID	
86	RDC contact disclosed beneficiary list of 767 producers and 248 VCAs	6/16/2021	USAID	
87	RDC Output Markets Assessments: Diversified Crops, ACIDI-VOCA, 12/1/2016	Feb-Mar 2025	DEC	BMEL-RDC Google Drive
88	RDC Mechanization, Planting and Harvesting Survey and Report, 10/2019	Week 4/22/2021	RDC	BMEL-RDC Google Drive
89	RDC Crop Protection Study Report, 3/2019	Week 4/22/2021	RDC	BMEL-RDC Google Drive
90	RDC Survey of Soybean, Sesame and Sunflower Markets, 9/2019	Week 4/22/2021	RDC	BMEL-RDC Google Drive
91	RDC Aromatic and Fine Grain Rice Current Status in South Bangladesh, 5/2019	Week 4/22/2021	RDC	BMEL-RDC Google Drive
92	RDC Hybrid Maize Seed Market In Jashore, Kushtia, Magura, Rajbari an Faridpur Districts, 2/2021	Week 4/22/2021	RDC	BMEL-RDC Google Drive
93	RDC Opportunities For Input and Equipment Supply Companies To Manage Performance Of Dealers In Their Distribution Networks and Adopt Pos Technologies, 1/2018	5/11/2021	RDC	BMEL-RDC Google Drive
94	RDC Procurement Models Report, 1/19/2018	5/11/2021	RDC	BMEL-RDC Google Drive
95	Developing a Competitive Global Value Chain for Bangladesh - Opportunities in End Markets, 3/2/2021	5/11/2021	RDC	BMEL-RDC Google Drive
96	RDC Environmental Mitigation and Monitoring Plan, 7/2017	Feb-Mar 2021	DEC	Yes
97	RDC Implementing Mechanism (IM) Narrative Report 2017, no date	Week 4/22/2021	RDC	BMEL-RDC Google Drive
98	RDC Implementing Mechanism (IM) Narrative Report 2018	Week 4/22/2021	RDC	BMEL-RDC Google Drive
99	RDC Implementing Mechanism (IM) Narrative Report 2019	Week 4/22/2021	RDC	BMEL-RDC Google Drive
100	Bangladesh Country Development Cooperation Strategy FY2011- FY2019, USAID, September 2011	Feb-Mar 2021	DEC	Yes
101	Bangladesh Country Profile, USAID, 4/2019	Feb-Mar 2021	DEC	Yes

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
I02	Bangladesh Demographic and Health Survey 2014, USAID-GOB, 3/2016	Feb-Mar 2021	DEC	Yes
I03	Bangladesh Demographic and Health Survey 2017-2018, Key Indicators, USAID-GOB, 11/2019	Feb-Mar 2021	DEC	Yes
I04	The Status of Food Security in the Feed the Future Zone and Other Regions of Bangladesh: Results from the 2011–2012 Bangladesh Integrated Household Survey, USAID/IFPRI, April 2013	Feb-Mar 2021	DEC	Yes
I05	FTF Bangladesh Zone of Influence Interim Assessment Report, USAID-IFPRI, 6/2018	4/3/2021	DEC	Yes
I06	USAID DO2 Gender Analysis FTF Bangladesh, ACME, 1/22/2019	Feb-Mar 2021	DEC	Yes
I07	USAID FTF Bangladesh Women Empowerment Activity FY2016, Winrock, 1/19/2017	4/3/2021	DEC	Yes
I08	USAID Local Systems Practice, User's Guide, file created 4/29/2019	Feb-Mar 2021	DEC	Yes
I09	USAID Multi-sectoral Nutrition Strategy 2014-2025, 5/2014	Feb-Mar 2021	DEC	Yes
I10	USAID Bangladesh Nutrition Profile, 2/2018	Feb-Mar 2021	DEC	Yes
I11	Evaluation of the Improving Nutrition Through Community Approaches (INCA) Project, USAID, Data for Impact, 10/2020	Feb-Mar 2021	DEC	Yes
I12	Final Evaluation Report USAID/Bangladesh Policy Research And Strategy Support Program (PRSP) Final Performance Evaluation, 12/9/2020	Feb-Mar 2021	DEC	Yes
I13	USAID/Bangladesh CSISA-MI Phase I Activity Final Evaluation, USAID, 12/21/2020	Feb-Mar 2021	DEC	Yes
I14	FTF Global Performance Evaluation, USAID, Dexis, 12/2016	Feb-Mar 2021	DEC	Yes
I15	SPACES-MERL Bangladesh Network Analysis, 11/22/2017	Feb-Mar 2021	DEC	Yes

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
I 16	USAID/BANGLADESH COVID-19: An Analysis of the Changing Development Needs and Priority Actions - Final Report, ME&A, 11/11/2020	Feb-Mar 2021	DEC	Yes
I 17	USAID Evaluation Policy, 2011, updated in 2016	Download 4/8/2021	DEC	Yes
I 18	USAID DO2: Food Security Improved Performance Management Plan, 6/2012	Download 4/8/2021	DEC	Yes
I 19	BBS 2014. Yearbook of Agricultural Statistics – 2012. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd)	4/12/2021	ET Team	www.bbs.gov.bd
I 20	BBS 2015. Yearbook of Agricultural Statistics – 2013. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd)	4/12/2021	ET Team	www.bbs.gov.bd
I 21	BBS 2016a. Yearbook of Agricultural Statistics – 2014. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd)	4/12/2021	ET Team	www.bbs.gov.bd
I 22	BBS 2016b. Yearbook of Agricultural Statistics – 2015. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd).	4/12/2021	ET Team	www.bbs.gov.bd
I 23	BBS 2017. Yearbook of Agricultural Statistics – 2016. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd)	4/12/2021	ET Team	www.bbs.gov.bd
I 24	BBS 2018. Yearbook of Agricultural Statistics – 2017. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd).	4/12/2021	ET Team	www.bbs.gov.bd

No	Full Title, Author, Date Published, Version (final, draft) Link (if available), Date Downloaded (if available)	Date Received, Downloaded or Requested by Evaluation Team	Received From	Available on SharePoint S029 or BMEL-RDC Google Drive
125	BBS 2019. Yearbook of Agricultural Statistics – 2018. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd).	4/12/2021	ET Team	www.bbs.gov.bd
126	BBS 2020. Yearbook of Agricultural Statistics – 2019. Bangladesh Bureau of Statistics (BBS), Statistics and Informatics Division (SID), Ministry of Planning Government of the People's Republic of Bangladesh (www.bbs.gov.bd).	4/12/2021	ET Team	www.bbs.gov.bd
127	Nasim, M., S.H. Shahidullah, A. Shaha, M.A. Muttaleb, T.L. Aditya, M.A. Ali and M.S. Kabir. 2017. Distribution of crops and cropping patterns in Bangladesh. Bangladesh Rice Journal, 21(2): 1-55	4/12/2021	ET Team	Yes
128	Gender-Focused Market Systems Assessment, Feed the Future Bangladesh, FINAL REPORT Prepared for USAID/Bangladesh Economic Growth Office Dhaka, Bangladesh, ACME, 2/27/2019	6/11/2021	ET Team	
129	RDC Final Performance Report, 12/2021	1/28/2022	USAID DEC	
130	RDC Outcome Harvesting Report, 12/2022	1/29/2022	Internet search	
131	Agent Banks Advance Community Resiliency during COVID-19 in Bangladesh, RDC, 2021	1/31/2022	Internet search	Recommendations - RDC Agent Banking Report (acdivoca.org)

ANNEX 5-B: LIST OF NATIONAL AND REGIONAL FIRMS (MAF/FAS GRANTEES) TO PROVIDE ACCESS TO NEW TECHNOLOGIES AND IMPROVED MANAGEMENT PRACTICES FOR SMALLHOLDER PRODUCERS

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
1	Just Farming Bangladesh	Procurement through collection points of 600 MT of Bari mung6 mung bean for sale to dal processors. Crop to be produced by 1,000 farmers in 40 groups in Patuakhali District trained in mung bean production by JF	01 Oct 2017	30 Sep 2018	Barishal	1-2-2017-A2F
2	Northern Consumer Products Ltd.	Procurement of 500 MT sunflower from 1,500 farmers in Barguna & Patuakhali districts. Farmers organized into groups, with collection points and trained in sunflower production by NCPL	01 Oct 2017	31 Oct 2018	Barishal	1-2-2017-A3F
3	Bayer Crop Science Limited	Provision of farmer advisory services through company managed crop clinics	10 Dec 2017	09 Dec 2018	Jashore	1-1-2017-A4F
4	Krishibid Farm Machinery & Automobiles Ltd.	Spreading mechanized farming to FTF zones' farmers	15 Oct 2017	31 Jul 2018	Jashore, Barishal	1-1-2017-A5F
5	PCF Feed Industries	Sourcing quality maize from the southern region through inclusive procurement models	15 Nov 2017	14 Oct 2018	Jashore	1-2-2017-A6F
6	SACO Enterprise	Process, promote and market mung dal by sourcing quality mung bean through a contract farming system	15 Nov 2017	14 Oct 2018	Barishal	1-2-2017-A7F
7	Ispahani Agro Ltd.	Establishing "One stop agriculture service centre" in FTF Zone	01 Feb 2018	31 Jan 2019	Jashore, Barishal	1-1-2018-A8F
8	Petrochem Bangladesh Limited (PCL)	Using farmer training in rice production and facilitating market access for farmers to rice mill managed markets as an innovative approach to fine grain hybrid rice seed marketing	01 Mar 2018	28 Feb 2019	Barishal	1-1-2018-A9F
9	JADID Grain Industries Ltd (JGIL)	Production and marketing of Black Sesame by contract growers for an export market.	01 Apr 2018	30 Jun 2019	Barishal	2-2-2018-A10F
10	Petrochem Bangladesh Limited (PCL)	Promoting maize cultivation in the southern region through an inclusive customer focused business model	15 Apr 2018	14 Jul 2019	Jashore, Barishal	1-2-2018-A11F
11	Partex Agro Limited	Integrated marketing strategies to support hybrid rice production	01 Jun 2018	31 Jan 2019	Jashore, Barishal	2-1-2018-A12F
12	Bombay Sweets & Co., Limited	Contract grower scheme for aromatic rice and mustard production.	01 Nov 2018	31 Jan 2020	Jashore	2-1-2018-A13F
13	Konika Seed Company (KSC)	Using incentives to secure farmer loyalty in a contract grower scheme.	11 Oct 2018	11 Aug 2019	Jashore	1-1-2018-A14F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
14	MRT Agro Products BD Limited	Procuring quality sunflower through a sub contract system in Khulna Division	01 Nov 2018	31 Oct 2019	Khulna	2-2-2018-A15F
15	The Metal (Pvt.) Limited	Mechanized rice production using a rebate incentive system	01 Nov 2018	15 Feb 2020	Jashore	1-1-2018-A16F
16	NAAFCO (PVT.) Limited	Promoting maize production in the Southern region through an alliance between input and feed companies	15 Nov 2018	15 Aug 2019	Rajbari, Faridpur, Bhola, Patuakhali, Barishal and Jhenaidah	2-2-2018-A17F
17	SACO Enterprise	Processing, Promote and Market Mung Dal by Sourcing Quality Mung beans through Contract Farming System	25 Nov 2018	25 Oct 2019	Barguna District	2-2-2018-A18F
18	Supreme Seed Company Limited	Promoting Sunflower cultivation in Southern Part of Bangladesh	25 Nov 2018	25 Oct 2019	Southern part of Bangladesh	2-2-2018-A19F
19	Northern Consumer Products Ltd.	Strengthening sunflower growers to ensure quality grain for sustainable processing, branding and marketing of edible sunflower oil	01 Dec 2018	30 Nov 2019	Barguna, Patuakhali, Pirojpur	2-2-2018-A20F
20	Prantojon Agro Enterprise	Introduce formal contract farming to produce quality mung bean and processing & marketing of mung dal	23 Dec 2018	23 Sep 2019	Nalchity, Barishal Sadar and Bakergonj	2-2-2018-A21F
21	Advanced Chemical Industries Ltd. (ACI Limited)	Improving access to healthy rice seedlings through the development of seedling grower businesses	01 Feb 2019	01 Jan 2020	FTF zone	2-1-2019-A22F
22	Mediasoft Data Systems Ltd.	Piloting Mediasoft Point of Sales (POS) Technology Solutions with 4 Jashore-based Dealers	15 Feb 2019	14 Feb 2020	Jashore	2-1-2019-A23F
23	Unisoft Systems Limited	Piloting Unisoft Point of Sales (POS) Technology Solutions for 3 Jashore-based Dealers	15 Feb 2019	14 Feb 2020	Jashore	2-1-2019-A24F
24	Bank Asia Limited	Digital Financial Inclusion for Smallholder Farmers	01 Mar 2019	30 Nov 2019	Southern region of Bangladesh	2-2-2019-A25F
25	Agro-input retailers' network (AIRN)	Digital Financial Inclusion for Smallholder Farmers	01 Mar 2019	30 Nov 2019	Southern region of Bangladesh	2-2-2019-A26F
26	Link-Up Technology Ltd.	Piloting Link-Up Point of Sales (POS) Technology Solutions with 3 Jashore-based Dealers	01 Mar 2019	28 Feb 2020	Jashore	2-1-2019-A27F
27	Bombay Sweets & Co., Limited	Production and procurement of groundnut from char island farmers through intermediary led procurement business model.	01 Mar 2019	30 Sep 2020	Bhola District	6-1-2019-A28F
28	I Soft	Piloting I Soft Point of Sales (POS) Technology Solutions with 4 Jashore-based Dealers	1-Mar-19	28-Feb-20	Jashore	2-1-2019-A29F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
29	Advanced Chemical Industries Ltd. (ACI Limited)	Reaching Quality Agri-inputs to untapped Farmers through Infopreneurs	1-Apr-19	30-Sep-20	FTF zone	12-1-2019-A30F
30	Auto Crop Care Limited	Piloting advisory services and professional application of crop protection products to better serve farmers	1-May-19	30-Sep-20	Chuadanga, Jhenaidah, Jashore	12-1-2019-A31F
31	Supreme Seed Company Limited	Piloting face-to-face advisory services to better serve farmers	01 May 2019	31 Oct 2020	FTF zone	12-1-2019-A32F
32	The Metal (Pvt.) Ltd.	33rd Annual Georgia peanut tour, USA	15 Sep 2019	14 Nov 2019	FTF zone	ST-01-2019-A33F
33	Naafco (Pvt.) Ltd	33rd Annual Georgia peanut tour, USA	15 Sep 2019	14 Nov 2019	FTF zone	ST-01-2019-A34F
34	Partex Agro. Ltd	33rd Annual Georgia peanut tour, USA	15 Sep 2019	14 Nov 2019	FTF zone	ST-01-2019-A35F
35	Lal Teer Seed Ltd.	33rd Annual Georgia peanut tour, USA	15 Sep 2019	14 Nov 2019	FTF zone	ST-01-2019-A36F
36	PRAN GROUP	Expansion of Krishi Hub and digital platform for selling inputs and procuring farmers goods from the FTF zone	01 Oct 2019	31 May 2021	Chudanga, Jhenaidah, Borguna, Potuakhali	13-2019-37F
37	Partex Agro Ltd.	Test and promote varietal performance of new high-yielding USA variety groundnut seed and strengthen a robust customer-oriented distribution channel for existing variety groundnut seed and inputs	01 Nov 2019	18 Feb 2021	Faridpur, Jashore, Barisal	13-2019-38F
38	Advanced Chemical Industries Limited	Promote inoculants as part of nutrient management for the higher profitability of pulses and oilseeds farmers	01 Oct 2019	30 Sep 2020	Jhenaidah, Magura, Jashore, Kushtia, Norail, Meherpur, Barisal, Potuakhali, Barguna, Bhola, and Faridpur	13-2019-39F
39	Petrochem Bangladesh Limited	Promote improved varieties of CORTEVA maize seed and strengthen a robust customer-oriented distribution channel for higher production of maize	01 Oct 2019	31 Mar 2021	Jhenaidah, Chuadanga, Kushtia, Meherpur, Pirojpur, Bhola, Faridpur, and Rajbari	13-2019-40F
40	Xplore Business Limited	Promote inoculants as part of nutrient management for the higher profitability of pulses and oilseeds farmers	01 Nov 2019	31 Oct 2020	Chuadanga, Jhenaidah, Jashore	13-2019-41F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
41	Petrochem Bangladesh Limited	Collaborative works lead by input company increase farmer access to quality hybrids for getting better yield and guaranty of marketing in the FTF zone	01 Nov 2019	31 May 2021	Jashor, Norial, Magura, Bagerhat, Gopalganj, Borisal, Kustia, Rajbari, Madaripur	I3-2019-42F
42	Bayer CropScience Ltd.	Making digital shift in agronomic advisory services to meet the needs of farmers and connecting distribution channels for ensuring quality inputs (hybrid rice and maize seed and crop protection) in FTF zone.	01 Dec 2019	31 May 2021	Barishal and Khulna region	I3-2019-43F
43	Advanced Chemical Industries Limited	Promotion of two new high-yielding rice varieties	01 Jan 2020	31 May 2021	Jashore and Jhenaidha	I3-2019-44F
44	Advanced Chemical Industries Limited	Establish inclusive inputs distribution and marketing channel of Sunflower, Rice and Maize crop in Southern Delta	01 Dec 2019	31 Jul 2019	Barishal, Barguna, Potuakhali, Faridpur, Khulna, Bagerhat	I3-2019-45F
45	Ali Seed Farm	Ideal value chain of high-yielding varieties BRRI Dhan72 and BRRI Dhan74 zinc rice seed and grain	15 Dec 2019	31 May 2021	Fff Zone	I3-2019-46F/07-2019-46F
46	JADID Corporation	To expand sesame exports further and aims to reach a volume of 2000 MT in the coming season	01 Jan 2020	31 May 2021	Rajbari, Faridpur and Kushtia	I3-2019-47F
47	Naafco (Pvt.) Ltd	To develop a robust and effective distribution channel for agricultural inputs integrating smallholder farmers in the FTF Zone	01 Dec 2019	31 May 2021	Barguna, Potuakhali, Bhola, Barisal, Gopalganj, Bagerhat, Jheinadah, Khulna, Faridpur.	I3-2019-48F
48	Konika Seed Company (KSC)	Increase farmers' access to new agri-machineries, premium crop varieties and technologies	01 Dec 2019	31 May 2021	Chuadanga, Meherpur, Jhenaidah, Kushtia, Jashore, Magura, Narail, Faridpur and Rajbari districts	I3-2019-49F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
49	Robi Axita Limited	To instigate Bangladeshi farming community in utilizing digital communication to improve agricultural outcomes by bringing the farmers community closer together through Robi's specially designed social media platform titled "Krishi Bhai"	10 Mar 2020	31 May 2021	Entire FTF Zone (Southwestern Bangladesh)	I3-2019-50F
50	Sukumar Vendor	SUKUMAR VANDER plans to focus on the 15 most potential Haat Bazzars around their processing mill in Faridpur and potential bazzars of FTF to expand their sesame procurement, processing and marketing business and aims to reach a volume of 2500 MT in the coming season	01 Jan 2020	31 May 2021	Faridpur, Rajbari, Jhinaidha, Magura, Kustia	I3-2019-51F
51	Ujirpur Organic Multipurpose Cooperative Society Limited (UOMCSL)	Supply Chain Development for Quality Seed and Grain of Premium Rice Varieties	01 Jan 2020	31 May 2021	Narail, Jashore, Magura, Faridpur, Rajbari and Gopalganj district.	I3-2019-52F
52	Dynamic Agro Science	Promotion and marketing of quality sesame seed, Short duration T. Aman seed by introducing a comprehensive Sesame Advisory Service (SAS) for sesame farmers in FTF zone	01 Feb 2020	31 May 2021	Faridpur, Rajbari, Kushtia, Jhenaiddah, Magura and Khulna	I3-2019-53F
53	Bombay Sweets Co; Ltd	Study tour of US peanut processing equipment manufacturer and supplier	01 Apr 2019	31 Jan 2020	FTF zone	ST-05-2019-54F
54	Natural Agro Process Centre	Increase farmers' awareness on quality sesame production and procurement.	01 Jan 2020	31 May 2021	Khulna, Satkhira, Jashore, Narail, Chuadanga, Jhenaiddah, Magura, Narail, and Rajbari	I3-2019-55F
55	Metal Agro Ltd	Promotion and marketing of quality sesame seed, by introducing a comprehensive Sesame Advisory Service (SAS) for sesame farmers in FTF zone.	01 Feb 2020	31 May 2021	Rajbari, Kushtia, Khulna, Madaripur, Faridpur, Magura, Jhenaiddoh, Jessore	I3-2019-56F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
56	Petrochem Bangladesh Limited	Promote improved varieties of CORTEVA maize and rice seed and expansion of the market of those for higher profitability of farmers in FTF zone.	01 May 2020	31 May 2021	Hybrid Rice: Khulna, Shatkira, Chuadanga, Meherpur, Pirojpur Hybrid Maize: Jhenaidah, Chuadanga, Meherpur, Kushtia	I3-2019-57F
57	Ispahani Agro Ltd.	Ispahani Agro Ltd.'s ultimate approach to the farmers is 'Total Crop Management' (TCM).	01 Apr 2020	30 May 2021	Whole FTF area	I3-2019-58F
58	Chaldal Limited	To instigate Feed the Future agribusinesses in adopting e-commerce digital platform to market, advertise regional procured rice & diversified crops to the lucrative urban customers of the greater Dhaka region. Leveraging ICT technologies to improve quality, efficiency, and growth of inclusive business models.	10 May 2020	31 May 2021	Entire Feed The Future Zone (Southwestern Bangladesh)	I3-2019-59F
59	Auto Crop Care Limited	COVID-19 Response	01 Aug 2020	31 Jan 2021	Chuadanga, Jhenaidah, Jashor, Magura, Meherpur, Kustia, Rajbari, Khulna, Bagerhat, Satkhira, Faridpur, Gopalganj	I5-2020-60F
60	Bombay Sweets & Co. Ltd. (BSCL)	COVID-19 Response	01 Jun 2020	30 Sep 2020	Bhola district	I5-2020-61F
61	Bayer CropScience Ltd.	COVID-19 Response	01 Jun 2020	31 Dec 2020	Barishal and Khulna region	I5-2020-62F
62	Konika Seed Company (KSC)	COVID-19 Response	01 Jan 2020	30 Nov 2020	Chuadanga, Meherpur, Jhenaidah, Kushtia, Jashore, Magura, Narail, Faridpur and Rajbari districts	I5-2020-63F
63	Ali Seed Farm	COVID-19 Response	01 Jun 2020	30 Sep 2020	FTF zone	I5-2020-64F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
64	Chaldal Limited	COVID-19 Response	01 Jun 2020	31 Jan 2021	Entire Feed The Future Zone (Southwestern Bangladesh)	15-2020-65F
65	Bank Asia Limited	COVID-19 Response	01 Jun 2020	31 Jan 2021	Entire Feed The Future Zone (Southwestern Bangladesh)	15-2020-66F
66	Ujirpur Organic Multipurpose Cooperative Society Limited (UOMCSL)	COVID-19 Response	01 Jun 2020	31 Dec 2020	Narai, Jashore, Magura, Faridpur, Rajbari and Gopalganj Districts	15-2020-67F
67	Name of Grantee: Natural Agro Process Centre	COVID-19 Response	01 Jun 2020	31 Dec 2020	Khulna, Satkhira, Jashore, Narail, Chuadanga, Jhenaidah, Magura, Narail, and Rajbari	15-2020-68F
68	Xplore Business Limited	COVID-19 Response	05 Jun 2020	31 Dec 2020	Chuadanga, Jhenaidah and Jashore	15-2020-69F
69	Advanced Chemical Industries Limited (ACI Limited).	COVID-19 Response	01 Jun 2020	31 Dec 2020	Barishal, Faridpur, Gopalganj, Khulna, Bagerhat, Jessore, Magura, Jhenaidah, Chuadanga, Meherpur and Kustia	15-2020-70F
70	BRAC Bank Limited	COVID-19 Response	15 Aug 2020	14 Mar 2021	Entire Feed The Future Zone (Southwestern Bangladesh)	15-2020-71F
71	Lal Teer Seed Limited	COVID-19 Response	01 Sep 2020	31 Mar 2021	Barishal, Khulna, Jashore region	15-2020-72F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
72	Advanced Chemical Industries Limited	COVID-19 Response	01 Sep 2020	28 Feb 2021	Chuadanga, Jhenaidah, Jashore, Magura, Meherpur, Barishal, Bhola, Patuakhali, Bargu	15-2020-73F
73	Haychem (Bangladesh) Limited (HBL)	Promote the use of quality inputs including micronutrients, Bio-stimulant and Trichoderma in the FTF zone.	01 Sep 2020	31 May 2021	Chuadanga, Jhenaidah, Kushtia, Meherpur, Narail, Magura, Satkhira, Khulna, Bagerhat, Faridpur, Rajbari, Barishal, Bhola, Barguna, Patuakhali, Shariatpur, Madaripur, Gopalganj and Jashore	14-2020-74F
74	Dynamic Agro Science	COVID-19 Response	15 Sep 2020	15 Mar 2021	Chuadanga, Jhenaidah, Jashore, Magura, Meherpur, Barishal, Bhola, Patuakhali, Barguna	15-2020-75F
75	ACI Motors Limited	Promotion and awareness creating of Combine Harvester and rice transplanter in the FTF zone.	01 Oct 2021	31 May 2021	Whole FTF area	2-2020-76F
76	The Metal (Pvt.) Ltd.	Promotion of Metal's Mechanized Agro Solutions Through Franchise Model.	01 Oct 2021	31 May 2021	Whole FTF area	14-2020-77F
77	The City Bank Ltd.	To enhance credit offering to micro, small and medium (MSME) enterprises and develop and promote financial products for agricultural equipment. Riding on the distribution channels of financial institutions, a strong supply chain financing footprint can be leveraged to catalyze the adoption of Asset Based Financing Instruments (ABF) in the United States Agency for International Development (USAID) Feed the Future (FTF) zone	15 Nov 2020	31 May 2021	Entire Feed The Future Zone (Southwestern Bangladesh)	14-2020-78F

Sl. No	Private Sector Partner	USAID Facilitation	Start date	End date	Location/ Working Areas/Place of Performance (District/ Upazila)	FAS number
78	Abedin Equipment Limited	Promotion of Agri Machineries in the FTF Zone.	01 Dec 2020	31 May 2021	Whole FTF area	I4-2020-79F
79	Alim Industries Ltd.	Promotion of Agri Machineries in the FTF Zone.	01 Dec 2020	31 May 2021	Whole FTF area	I3-2020-80F
80	Prantojon Agro Enterprise	Mitigating quality mung bean seed shortage and low productivity through enhancing branding and marketing of improved quality mung bean seed and inoculant combo offer in Char/Remote areas of FTF zone.	01 Dec 2020	31 May 2021	Barishal, Jhalokathi, Patuakhali, Barguna and Bhola	I4-2020-81F
81	Advanced Chemical Industries Limited	Promote inoculants as part of nutrient management for the higher profitability of pulses and oilseeds farmers.	01 Dec 2020	31 May 2021	Jhenaidah, Magura, Jashore, Kushtia, Norail, Meherpur, Barisal, Potuakhali, Barguna, Bhola, and Faridpur	I4-2020-82F

ANNEX 6: PRODUCER SURVEY AND INTERVIEW DATA ANALYSIS HIGHLIGHTS

Crop Productivity and Diversification in the RDC Operations Area

Based on the Producer Survey and VCA interviews, crop diversification has been taking place in the target districts of the FTF zone in the last five years. In addition to Hybrid-rice, current adoption of maize, mung bean, sesame and sunflower crops is evident. According to VCAs, their clients, almost entirely, are the “**new adopters**” of those commodities. However, producers survey reveals about a half of them had been growing those commodities before the intervention of the RDC project, indicating those crops/varieties are not unfamiliar in the target districts of the FTF zone. Familiar or not, there is indication that during the RDC project intervention phase, expansion of adoption of diverse commodities has occurred. More importantly, VCAs succeeded attracting clients towards accepting new crops / varieties. We note that the importance of inbred rice, compared to hybrid rice, cannot be undermined.

Table 1: Status of Crop Diversification in the RDC Project Area – Current Scenario Versus Five Years Ago

Crop (Species/Variety)	Response of interviewees (%)			
	Adoption - Current		Adoption – Five years ago	
	Client of VCAs	Producer	Client of VCAs	Producer
Rice-Hybrid	81	35	1	22
Rice-Inbred	72	72	31	83
Groundnut	1	6	0	6
Maize	18	16	0	16
Mung bean	17	14	0	7
Sesame	18	12	1	9
Sunflower	18	11	0	6

The productivity of the crops / varieties has increased during the RDC intervention phase, compared to five years ago, in the target districts of the FTF zone. All the VCA respondents (100 percent) expressed that their clients (farmer/customers) were able to increase yield (as a measure of productivity) as compared to five years ago. The quantitative analysis from producer survey shows that this increase occurred in the range of 10 percent (hybrid rice) to 38 percent (Groundnut). Besides hybrid rice, yield increase was smaller for sesame (14 percent), mung bean (17 percent) and fine-quality rice (19 percent).

Table 2: Yield Status of Crops/Varieties in the RDC Project Area – Current Versus Five Years Ago

Crop (Species/Variety)	Yield – Current (t ha ⁻¹)	Yield – Five Years Ago (t ha ⁻¹)	Current Yield Gain Over Five Years Ago (%)
Rice-Local	3.83	2.96	29
Rice-HYV (Bold)	5.18	4.14	25
Rice-Fine quality	3.15	2.65	19
Rice-Hybrid	5.45	4.95	10
Groundnut	2.33	1.69	38
Maize	6.19	4.88	27
Mung bean	0.67	0.57	17
Sesame	1.27	1.11	14
Sunflower	0.62	0.50	25

In addition to increased productivity of the crops/varieties, the sale and margin also increased during the RDC intervention phase, compared to five years ago, in the target districts of the FTF zone. All the VCA respondents (100 percent) expressed that their clients (farmer/customers) were able to increase margin as compared to 5 years ago. The producer survey highlights the sale increased between 17 and 63 percent, and that the margin between 13 and 68 percent, depending on the crop species/variety.

Table 3: Current Status of Sale and Margin of Crops/Varieties in the RDC Project Area Compared to Five Years Ago

Crop (Species / Variety)	Increase (%) Compared to Five Years Ago	
	Sale	Margin
Rice-Local	18	13
Rice-HYV (Bold)	29	27
Rice-Fine quality	25	21
Rice-Hybrid	27	22
Groundnut	61	68
Maize	63	29
Mung bean	18	24
Sesame	40	51
Sunflower	17	23

Productivity Drivers

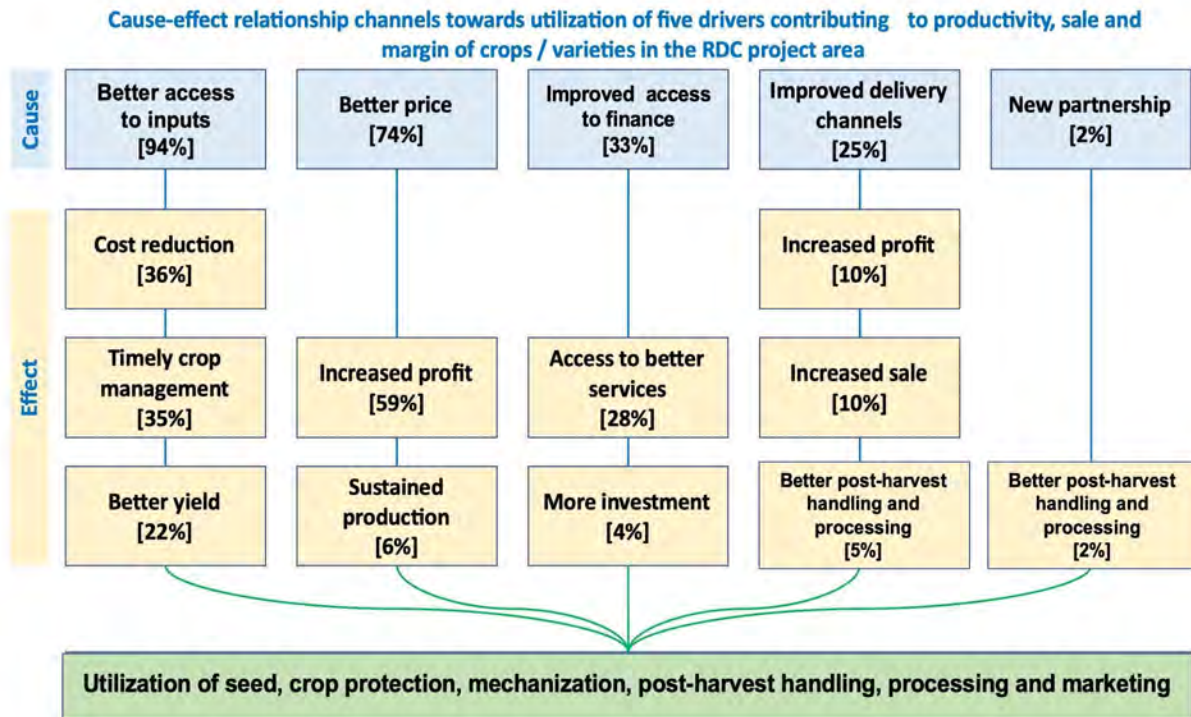
Five drivers, according to producer survey, contributed to crop productivity, sale and margin. They are improved seed, improved marketing, better crop protection, better processing and increasing adoption of farm mechanization. Utilization of those drivers have increased to 29 percent in the current scenario compared to five years ago. Notably, only few (5 percent) surveyed producers used mechanization five years ago, which jumped to 30 percent in the current scenario.

Table 4: Drivers of Productivity, Sale, and Margin of Crops/Varieties in the RDC Project Area – Current Versus Five Years Ago

Driver	Utilization by the Producers (% Respondents)		Change Between Periods (%)
	Utilization – Current	Utilization – Five years ago	
Seed	50	21	29
Marketing	49	25	24
Crop protection	38	18	20
Processing	35	15	20
Mechanization	30	5	25

Increased utilization of the aforesaid drivers had been possible, according to producer survey, due to better access to inputs (94 percent), receiving better price (74 percent), improved access to finance (33 percent), improved deliver channels (25 percent) and new partnerships in few instances (2 percent). Increased utilization of the drivers resulted in driver-specific benefits, such as cost reduction, timely crop management and better yield (response of driver “input access”), increased profit and sustained production (response of driver “price”), access to better service and investment opportunity (response of driver “access to finance”), increased profit, increased sale and better processing (response of driver “improved delivery channels”), and better processing (response of driver “new partnership”).

Figure 1: Cause-Effect Links to Increased Productivity



The VCAs attribute sale price (75 percent) as the major driver of crop diversity, productivity, sale volume increase and profitability. The other factors include improved seed (38 percent), crop/variety information (37 percent) and not to ignore the new buyer (34 percent). Market information (20 percent), government support (17 percent), RDC support (13 percent) and non-RDC projects support (5 percent) were also highlighted by the VCAs as contributors to cropping systems change. The VCAs, however, considered that input price (10 percent) has not been playing a big role here. The VCAs had been adjusting marketing strategies in line with their views.

Input Sources

All producers, as revealed from producer survey, accessed fertilizers and agrochemicals from input dealers. Seed was also accessed predominantly from input dealers (83 percent); however, 45 percent of respondent producers had their own preserved seed for cropping.

Table 5: Inputs Sources for Producers in the RDC Project Area

Type of Input	Source	Respondent (%)
Seeds	Own	45
	Neighbor	7
	Input dealer	83
	Contracted company	6
Fertilizers	Input dealer	100
Agro-chemicals	Input dealer	100

Given the overwhelming producer-demand of company inputs (seeds, fertilizers, and agro-chemicals), the VCAs source those products from their preferred companies; they access only few supplies of seed (3-4 percent) from ambassador producers and government. Only few VCAs (2 percent) mentioned that they accessed Trichoderma (a biofungicide) and inoculant (bacteria that cause legumes to form the nitrogen fixing nodules) from companies. Most of the VCAs (88 percent) changed input sources in the last five years. The change of sourcing they made mainly due to the change of crop / market (63 percent), followed by finding better / new distribution channels (35 percent).

Table 6: Reasons of Changes in Input Sources by the VCA Within the Last 5 Years in the RDC Project Area

Reasons of Change	Response (% Respondents)
Change of crop/market	63
Better/new distribution channels	35
Support from input producer	28
Better price	26
New information on the product/trial results	26
Training/demonstrations	18
Better product	12
Non-RDC projects support	11
Franchise	9
RDC support	9
Government support	8

Services and Sources

Almost 50 percent of the producers, sourced from producer survey, received services on general advisory, processing and mechanization; whereas, about a third on marketing their commodities and agronomic (crop management) issues. A small number of producers (6-9 percent) had an opportunity to receive services on aggregation, , and financial matters.

Table 7: Producers Received Services in the RDC Project Area

Type of Service	Recipient (% Respondents)
Advisory	49
Processing	48
Mechanization	48
Marketing (Sale)	32
Agronomic	28
Aggregation	9
ICT	7
Financial	6

Producers (according to producer survey) used as many as 11 sources to receive services. To be noted, nobody mentioned receiving any services from concerned government officials. Input dealers had been the predominant source of services (69 percent), followed by a father or male relative (45 percent) and neighbor (36 percent). Producers attempt more than one source for information gathering.

Table 8: Sources of Services Producers Receive in the RDC Project Area

Source of Services	Preferential Source (% Respondent)				
	Primary	Secondary	Tertiary	Quaternary	Total
Input dealer	38	10	20	1	69
Father or male relative	25	7	13		45
Company (purchase product linked)	9	1	6		16
Neighbor	6	22	8		36
Farmer group (belong to)	3	14	4		21
Didn't require external advice	1				1
Bank agent or MFI		2			2
Buyer		5			5
Field day/Demonstration plot				22	22
Government agriculture officer					
Local service provider		6	10	6	22
Miller or processor		5	7		12
Mother or female relative		9	8		17
All	82	81	76	29	

Incentives to Producers

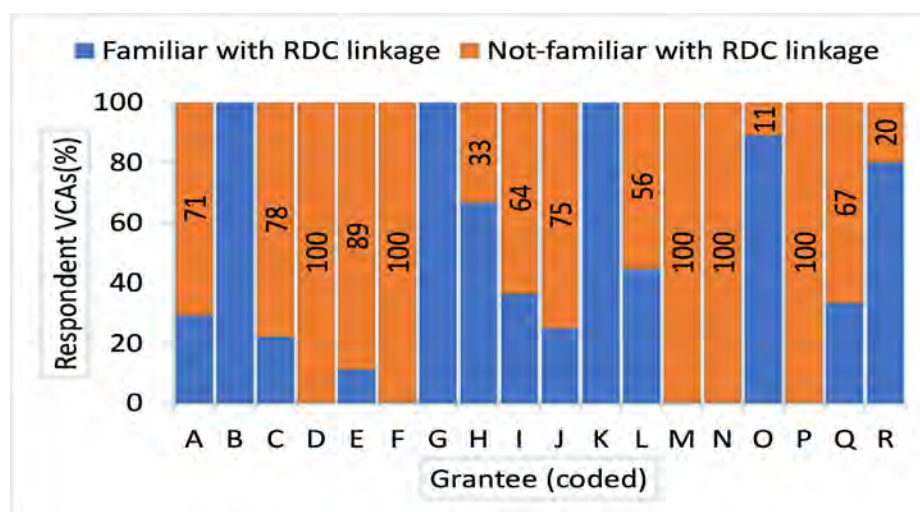
The VCAs, as preferred by the producers, provide incentives /services to their clients in the form of advisory and conducting demonstration field trials (42 percent) and arranging field days (38 percent). Some VCAs provide monetary benefits such as product promotion prices (39 percent) and volume discounts (29 percent).

Table 9: The Best Incentives to Inspire Producers to Test New Crops and Products

Incentive for Producers	Response (% Respondents)
Built-in product use information/Advisory services	42
Field trials	42
Product promotion prices	39
Field Days	38
Volume discounts	29

The interviewed VCAs were linked to 18 companies for their business—who, in fact, were the grantees of the RDC project. However, only 37 percent of the interviewed VCAs were aware of the linkage of their companies to RDC project. Interestingly, some of the grantees disclosed an RDC linkage to some of their clients (VCAs), but not all.

Figure 2: Familiarity of VCAs Whether Their Parent/Partner Companies Were the Grantees and Linked to the RDC Project



Only 8 percent of the interviewed VCAs were aware of incentives funded by RDC via partners intended to inspire producers to test new crops or products. Those who were aware of, utilized the incentives by passing on to their clients through product promotion prices.

Gender

A big proportion of interviewed VCAs (70 percent) find women (including youth) clients in their business and increased change in those client category (71 percent), and a potential for their business to improve due to an increase in women involvement (69 percent).

Table 10: Women in the Eyes of VCAs in the RDC Project Area

Type of Issue	Response (% respondents)	
	Yes	No
VCAs having any women and youth clients	70	30
VCAs experienced change in the number of women and youth clients in the last five years	71	29
VCAs experienced any potential of business improvement due to an increase in women's involvement	69	31
VCAs participated in women's empowerment programs as part of the RDC activity	0	100
VCAs expected the RDC activity to succeed in women's empowerment and improving women's roles and access to markets	4	96

More than half of the respondent producers report that women achieved some increased involvement in farming, while 12 percent think that women's involvement has significantly increased.

Table 11: Women's Status as Viewed by the Respondent Producers in the RDC Project Area

Women's Status	Response (% Respondents)
Decreased involvement	15
Stayed the same	23
Some increased involvement	49
Significantly increased involvement	12

Training and Gender Involvement

Training has an important role in the perception and attitude of agribusiness community and/or producers as a whole on increasing women's involvement in rural employment and/or farming activities. This evaluation reveals that VCAs participated in women empowerment programs as part of the RDC project; the project virtually failed to succeed in empowering women and improving their roles and access to markets (96 percent). The same was reflected in the producer survey.

Table 12: Formal Training by the Respondent Producers in the RDC Project Area

Training Topic	Response (% Respondents)
Food security	
Government program	18
Non-government program	19
RDC program	0
Women empowerment	
Government program	0
Non-government program	5
RDC program	0
Youth empowerment	
Government program	0
Non-government program	0
RDC program	0

Trends in Women Involvement

About engaging women in VCA's horizon, about a third of the interviewed VCAs view women as their clients or are not interested in any sort of business with women.

Table 11: Views of VCAs on Engaging Women in VCA Business

Engaging Women in VCA Business	Response (% Respondents)
As clients	37
As clients and workers	18
Don't know	11
Not interested	34

About 26 percent of the businesses of VCAs are currently employing at least one woman; this figure has significantly increased compared to five years ago, when only 3 percent of the VCA businesses employed at least one woman. It is worth noting that few businesses are currently engaging 10 or more women as employees.

Table 12: Comparing Women Employees Engaged in VCA Busing in the RDC Project Area – Current and Five Years Ago

Number of Women Employees	Response (% Respondents)	
	Current	Five Years Ago
0	74	97
1	13	0
2	3	1
3	0	1
4	0	1
5	1	0
6	1	0
7	1	0
10	1	0
25	1	0
50	1	0
88	1	0
100	2	0
200	1	0

From the employer point of view, women are facing several obstacles in entering and fitting into employment in rural businesses—notably, social (cultural/traditional) and family obligations. In parallel, business skills and education are also hindrances.

Table 13: Obstacles to Increased Involvement of Women in VCA Operations

Obstacle	Response (% Respondents)
Cultural/traditional	52
Family obligations	40
Business/negotiation skills	35
Education	25
Physical disadvantage (cannot perform hard work)	13

Attribution to RDC

In the RDC project intervention districts of the FTF zone, crop diversification is evident—incorporating rice, both inbred and hybrid, and non-rice crops such as maize, mung bean, sesame, and sunflower. The yield, selling, and margin of all crops increased during the RDC intervention period. However, attribution of the RDC project on the evident crop diversification, productivity, and profitability has been difficult and almost impossible to measure.

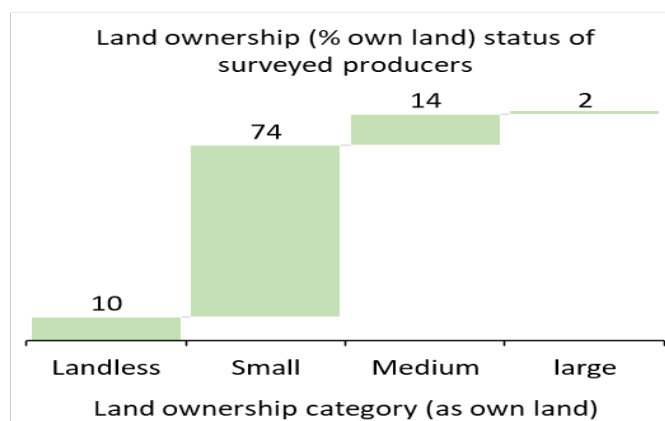
There was contradiction in the claims from two sides—producers and VCAs. About half of the interviewed producers claimed that they were already growing those crops / varieties before the RDC activities. On the other hand, the VCAs had the opinion that their clients, in general, were the “new adopters” of those commodities. Having said that, almost two-thirds of the VCAs were unaware of the engagement of their partner or parent companies with RDC activities. It is, then, not conclusive if the evident crop diversity, productivity, and profitability stem from RDC channel (through grantees) or other channels of VCAs. The other channels include the promotion of products from non-grantee companies and non-RDC activities in the project area. Not only the RDC project has been working in the FTF zone; many other USAID and non-USAID funded projects have been working there before and during the RDC project (e.g., AESA, AIP, LPIN, CSISA).

Only one of the interviewed VCAs participated in the RDC Annual Agricultural Survey. Also, the client base of the VCAs is not available, and it is difficult to judge whether producers were the sole beneficiaries of the VCAs rather than simultaneous beneficiaries of more than one project in the study area. What we can confirm is that 84 percent of the interviewed producers are either landless or smallholders.

Land Ownership

The end users of the RDC intervention, as revealed in the producer survey, were essentially smallholders (74 percent, owning 0.02 – 1.01 ha) and landless (10 percent, owning <0.02 ha). The mediumholders (owning >1.01 to <=3.04 ha) and largeholders (>3.04 ha) accounted for 14 percent and 2 percent, respectively.

Figure 3: Land Ownership



MAF/FAS Partners' Perspective (KIIs)

Table 14: What is the Title of Your Project and the Period of Your Company's Cooperation With RDC?

Core Business Area with Number of Grantees	Months	Average of Months
Agro-machinery Supplier (4)	31	7.8
Financier (3)	30	10.0
ICT Service (5)	82	16.4
Large-Scale Food Grain Processor and Marketer (1)	20	20.0
Large-Scale Seed & Fertilizer Supplier (6)	132	22.0
Poultry, Cattle and Fish Feed Supplier (1)	12	12.0
Retailer (1)	21	21.0
Small-Scale Food Grain Processor and Marketer (7)	104	14.9
Small-Scale Seed & Fertilizer Supplier (4)	69	17.3
Small-Scale Seed Supplier (6)	89	14.8
Value Chain Linkage Developer (1)	9	9.0
Total	599	15.4

On average, MAF-FAS intervention lasted for 15 months.

Table 15: What Were the Key Objectives of Your Company's Cooperation with the RDC Activity?

Core Business Area with Number of Grantees	Increase sales	Raise funding for existing products/services	Explore/establish new distribution channels	Develop new product/service	Improve the company capacity	Improve staff project management	Facilitate Government support	Develop new marketing tools	Increase end-user awareness of products.	Provide COVID-19 related support	Total
Agro-machinery Supplier (4)	3	2	3	3	2	1		2	3		19
Financier (3)	2	1	1	1	1			1	2	1	10
ICT Service (5)	4	2	3	2	1	1	1	1	2		17
Large-Scale Food Grain Processor & Marketer (1)	1		1	1		1		1	1		6
Large-Scale Seed & Fertilizer Supplier (6)	5	2	5	5	3	4		4	5	1	34
Poultry, Cattle and Fish Feed Supplier (1)	1			1	1	1		1			5
Retailer (1)		1		1					1		3
Small-Scale Food Grain Processor and Marketer (7)	6	2	6	4	4	2		1	3	2	30
Small-Scale Seed & Fertilizer Supplier (4)	4	3	4	3	3	3	1	3	3	2	29
Small-Scale Seed Supplier (6)	5	5	4	3	5	5		3	2	2	34
Value Chain Linkage Developer (1)			1	1							2
Grand Total	31	18	28	25	20	18	2	17	22	8	189
Percentage	16.4%	9.5%	14.8%	13.2%	10.6%	9.5%	1.1%	9.0%	11.6%	4.2%	100.0%

Most MAF/FAS private partners had business-related objectives versus net fundraising.

Table 16: Has the Cooperation with RDC Met or Is Expected to Meet Your Company's Expectations for Each of the Selected Objectives Above?

Core Business Area with Number of Grantees	Fully Met	Not Met	Partially Met	Total
Agro-machinery Supplier (4)	4			4
Financier (3)	2			2
ICT Service (5)	4		1	5
Large-Scale Food Grain Processor and Marketer (1)	1			1
Large-Scale Seed & Fertilizer Supplier (6)	6			6
Poultry, Cattle and Fish Feed Supplier (1)	1			1
Retailer (1)	1			1
Small-Scale Food Grain Processor and Marketer (7)	4	1	2	7
Small-Scale Seed & Fertilizer Supplier (4)	3		1	4
Small-Scale Seed Supplier (6)	6			6
Value Chain Linkage Developer (1)			1	1
Grand Total	32	1	5	38
Percentage	84.2%	2.6%	13.2%	100.0%

Nearly every MAF/FAS Partner stated that their objectives of cooperation with RDC have been either fully (84.2 percent) or partially met (13.2 percent).

Table 17: What Types of RDC Project Support Have Proved Most Useful for Your Company? List the Top Three.

Core Business Area with Number of Grantees	Staff Capacity Building	Fundraising	Market Promotional Support	Management/ Distribution/ Collaboration/Partnership	Total
Agro-machinery Supplier (4)	1	1	2	3	7
Financier (3)	3	2	1	3	9
ICT Service (5)	3	1	3	4	11
Large-Scale Food Grain Processor and Marketer (1)			1	1	2
Large-Scale Seed & Fertilizer Supplier (6)	5		4	3	12
Poultry, Cattle and Fish Feed Supplier (1)			1	1	2
Retailer (1)		1		1	2
Small-Scale Food Grain Processor and Marketer (7)	5	1	2	5	13
Small-Scale Seed & Fertilizer Supplier (4)	3	1	3	1	8
Small-Scale Seed Supplier (6)	5	2	4	4	15
Value Chain Linkage Developer (1)		1		1	2
Grand Total	25	10	21	27	83
Percentage	30.12%	12.05%	25.30%	32.53%	100.00%

Business development support has proved to be most useful for MAF/FAS partners (grantees).

Table 18: Did You Face Any Challenges in Proving the Match Funding Required for the RDC Cooperation Project?

Core Business Area with Number of Grantees	Faced No Challenge	Challenge Faced
Agro-machinery Supplier (4)	3	1
Financier (3)	3	
ICT Service (5)	5	
Large-Scale Food Grain Processor and Marketer (1)	1	
Large-Scale Seed & Fertilizer Supplier (6)	6	
Poultry, Cattle and Fish Feed Supplier (1)	1	
Retailer (1)	1	
Small-Scale Food Grain Processor and Marketer (7)	6	1
Small-Scale Seed & Fertilizer Supplier (4)	4	
Small-Scale Seed Supplier (6)	6	
Value Chain Linkage Developer (1)	1	
Grand Total	37	2
Percentage	94.9%	5.1%

The MAF/FAS match-funding requirement did not present any challenge for nearly 95 percent of its partners.

Table 19: Do You Think the RDC Invitation for Applications/Request for Proposals Process Is Clear and Transparent?

Core Business Area with Number of Grantees	Application Process Was Clear and Transparent	Application Process Was Not Clear and Transparent	Other/Remarks
Agro-machinery Supplier (4)	3		1
Financier (3)	3		
ICT Service (5)	5		
Large-Scale Food Grain Processor and Marketer (1)	1		
Large-Scale Seed & Fertilizer Supplier (6)	6		
Poultry, Cattle and Fish Feed Supplier (1)	1		
Retailer (1)	1		
Small-Scale Food Grain Processor and Marketer (7)	7		
Small-Scale Seed & Fertilizer Supplier (4)	4		
Small-Scale Seed Supplier (6)	5		1
Value Chain Linkage Developer (1)	1		
Grand Total	37	0	2
Percentage	94.9%	0.0%	5.1%

Nearly 95 percent of MAF/FAS partners believe the fund's RFP process was clear and transparent.

Table 20: Have the Grant/Project Reporting Requirements Been (Select All Answer Options That Apply):

Core Business Area With Number of Grantees	Reasonable	Easy to Follow	Difficult to Follow	Excessive	Useful for Core Business
Agro-machinery Supplier (4)	3	2			2
Financier (3)	3	2			
ICT Service (5)	5	2			2
Large-Scale Food Grain Processor and Marketer (1)	1				
Large-Scale Seed & Fertilizer Supplier (6)	6	3	1	1	1
Poultry, Cattle and Fish Feed Supplier (1)	1	1			
Retailer (1)	1				
Small-Scale Food Grain Processor and Marketer (7)	4	4	3	2	4
Small-Scale Seed & Fertilizer Supplier (4)	3	1	1		
Small-Scale Seed Supplier (6)	6	4	1		4
Value Chain Linkage Developer (1)			1	1	
Grand Total	33	19	7	4	13
Percentage	43.4%	25.0%	9.2%	5.3%	17.1%

Project reporting requirements were challenging for nearly 15 percent of the MAF/FAS partners.

Table 21: Have You Received Any Training from RDC Partners?

Core Business Area With Number of Grantees	Received Training	Did Not Receive Training
Agro-machinery Supplier (4)	3	1
Financier (3)	2	1
ICT Service (5)	3	2
Large-Scale Food Grain Processor and Marketer (1)	1	
Large-Scale Seed & Fertilizer Supplier (6)	6	
Poultry, Cattle and Fish Feed Supplier (1)	1	
Retailer (1)		1
Small-Scale Food Grain Processor and Marketer (7)	5	2
Small-Scale Seed & Fertilizer Supplier (4)	4	
Small-Scale Seed Supplier (6)	6	
Value Chain Linkage Developer (1)	1	
Grand Total	32	7
Percentage	82.1%	17.9%

Over 80 percent of MAF/FAS partners received training from RDC.

Table 22: Has Your Company's Distribution Network Increased in the Period of Your Project With RDC?

Core Business Area with the Number of Grantees	Count of Distribution Network Increased	Count of Distribution Network Not Increased 2	Count of N/A	Sum of Local Market Actors at the Beginning	Count of Not Applicable for the Grantees	Count of Not Reported/ Remarks	Sum of Local Market Actors at the Beginning	Sum of Local Market Actors at the End
Agro-machinery Supplier (4)	4			3		1	3,053	3,622
Financier (3)	1		2	1	2		31,000	37,200
ICT Service (5)	2	1	2	2	2	1	400	725
Large-Scale Food Grain Processor and Marketer (1)	1			1			135	200
Large-Scale Seed & Fertilizer Supplier (6)	5		1	5	1		400	577
Poultry, Cattle and Fish Feed Supplier (1)	1			1			110	150
Retailer (1)			1			1		
Small-Scale Food Grain Processor and Marketer (7)	5	1	1	2		5	70	545
Small-Scale Seed & Fertilizer Supplier (4)	4			4			1,388	1,866
Small-Scale Seed Supplier (6)	3	1	2	3		3	215	398
Value Chain Linkage Developer (1)		1			1			
Grand Total	26	4	9	22	6	11	36,771	45,283
Percentage	66.7%	10.3%	23.1%	56.4%	15.4%	28.2%		23.15%

According to MAF/FAS grantees, their distribution networks expanded by over 20 percent during the period of their partner projects with RDC.