

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

Mission Dates: 17 to 30 October 2020

Document Date: 28/12/2020

Project No. 2000001464

Report No. 5605-BD

Asia and the Pacific Division  
Programme Management Department



## Abbreviations and Acronyms

<b>AIS</b>	Agriculture Information Service
<b>AWPB</b>	Annual Work Plan & Budget
<b>BADC</b>	Bangladesh Agriculture Development Corporation
<b>BARC</b>	Bangladesh Agricultural Research Council
<b>BARI</b>	Bangladesh Agricultural Research Institute
<b>BINA</b>	Bangladesh Institute of Nuclear Agriculture
<b>BJRI</b>	Bangladesh Jute Research Institute
<b>BRRI</b>	Bangladesh Rice Research Institute
<b>BSRI</b>	Bangladesh Sugarcrop Research Institution
<b>BWDB</b>	Bangladesh Water Development Board
<b>CIMMYT</b>	International Maize and Wheat Improvement Centre
<b>COSOP</b>	IFAD Country Strategy Opportunity Paper
<b>CPSU</b>	Country Programme Support Unit
<b>DA</b>	Designated Account
<b>DAE</b>	Department of Agriculture Extension
<b>DAM</b>	Department of Agricultural Marketing
<b>DCU</b>	District Coordination Unit
<b>GDP</b>	Gross Domestic Product
<b>ECA</b>	Environmentally Critical Area
<b>ERD</b>	Economic Relations Division
<b>ERR</b>	Economic Return Rate
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FCD</b>	Flood Control and Drainage
<b>FAPAD</b>	Foreign Aided Projects Audit Directorate
<b>FFS</b>	Farmers Field School
<b>FNPV</b>	Financial Net Present Value
<b>FRR</b>	Financial Return Rate
<b>FPMU</b>	Food Planning and Monitoring Unit
<b>FPM</b>	Farmer Production and marketing
<b>FM</b>	Financial Management
<b>GAP</b>	Good Agricultural Practices
<b>GoB</b>	Government of Bangladesh
<b>HVC</b>	High Value Crops
<b>HYV</b>	High Yielding Variety
<b>IFAD</b>	International Fund for Agricultural Development
<b>IRR</b>	Internal Rate of Return
<b>IRRI</b>	International Rice Research Institute
<b>IWM</b>	Irrigation and Water Management
<b>KMC</b>	Knowledge Management and Communication
<b>LGED</b>	Local Government Engineering Department

<b>M&amp;E</b>	Monitoring and Evaluation
<b>MGF</b>	Marketing Group Facilitator
<b>MoA</b>	Ministry of Agriculture
<b>MoWR</b>	Ministry of Water Resources
<b>NAP</b>	National Agriculture Policy
<b>NARS</b>	National Agriculture Research System
<b>NWP</b>	National Water Policy
<b>OC&amp;CAG</b>	Office of the Comptroller & Auditor General
<b>O&amp;M</b>	Operation and Maintenance
<b>PD</b>	Project Director
<b>PHM</b>	Postharvest Management
<b>PO</b>	Project Office
<b>PRA</b>	Participatory Rural Appraisal
<b>PSC</b>	Project Steering Committee
<b>QMC</b>	Quality Management Consultant
<b>QPR</b>	Quarterly Progress Report
<b>RIMS</b>	Results and Impact Management System
<b>SAAO</b>	Sub-Assistant Agriculture Officer
<b>SCA</b>	Seed Certification Agency
<b>SFYP</b>	Seventh Five Year Plan (FY 2016-2020)
<b>SACP</b>	Smallholder Agriculture Competitiveness Project
<b>SRDI</b>	Soil Resources Development Institute
<b>TAC</b>	Technical Advisory Committee
<b>TOT</b>	Training of the Trainers
<b>UTF</b>	Unilateral Trust Fund
<b>WMCA</b>	Water Management Cooperative Associations
<b>WRPO</b>	Water Resources Planning Organization
<b>WMA</b>	Water Management Association
<b>WMF</b>	Water Management Federation
<b>WMG</b>	Water Management Group
<b>WUG</b>	Water User Group
<b>ZEEC</b>	Zero Energy Evaporative Cooler

## A. Project Overview

Region:	Asia and the Pacific Division	Project at Risk Status:	Potential problem
Country:	Bangladesh	Environmental and Social Category:	B
Project Name:	Smallholder Agricultural Competitiveness Project	Climate Risk Classification:	1
Project ID:	2000001464	Executing Institution:	Ministry of Agriculture
Project Type:	Rural Development	Implementing Institutions:	Ministry of Agriculture
CPM:	Rasha Omar		
Project Director:	not available yet		
Project Area:	not available yet		

Approval Date:	17/04/2018	Last audit receipt:	01/06/2020
Signing Date:	01/08/2018	Date of Last SIS Mission:	30/10/2020
Entry into Force Date:	01/08/2018	Number of SIS Missions:	3
Available for Disbursement Date:	10/06/2019	Number of extensions:	0
First Disbursement Date:	12/06/2019	Effectiveness lag:	4 months
MTR Date:	not available yet		
Original Completion Date:	30/09/2024		
Current Completion Date:	30/09/2024		
Financial Closure:	not available yet		

## Project total financing

<b>IFAD Financing breakdown</b>	Asia and the Pacific Division	\$2,000,000
	IFAD	\$64,500,000
	Rural Poor Stimulus Facility	\$915,000
<b>Domestic Financing breakdown</b>	Beneficiaries	\$6,600,000
	Private sector local	\$8,100,000
	National Government	\$28,600,000
<b>Co-financing breakdown,</b>		
<b>Project total financing:</b>		<b>\$110,715,000</b>

## Current Mission

Mission Dates:	17 to 30 October 2020
Days in the field:	None (remote mission due to COVID19)
Mission composition:	Mr. Peter Situ, Team Leader, Mr. David Doolan, Agricultural Specialist, Ms. Krajai Chowdhury, Gender and Targeting Specialist, Dr. Saiful Islam, M&E Specialist, Ms. Minhaz Shahid, Financial Management Specialist, and Mr. Vedomurthy Kogalur, Procurement Specialist
Field sites visited:	None (remote mission due to COVID19). However, mission virtually connected with Mirzagonj of Patuakhali district, Patharghata of Barguna district, Kathalia of Jhalokhati, Mirsarai of Chattogram and Fakirhat and Kachua Upazilla of Bagerhat district .

## B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		3.96	Assessment of the Overall Implementation Performance		3.75

<b>Effectiveness and Developmental Focus</b>	<b>4</b>	<b>Project Management</b>	<b>4</b>
Effectiveness	4	Quality of Project Management	4
Targeting and Outreach	4	Knowledge Management	4
Gender equality & women's participation	4	Value for Money	4
Agricultural Productivity	4	Coherence between AWPB and Implementation	3
Nutrition	4	Performance of M&E System	3
Adaptation to Climate Change	4	Social, Environment, and Climate Standards requirements	4

<b>Sustainability and Scaling-up</b>	<b>4</b>	<b>Financial Management and Execution</b>	<b>4</b>
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	4
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	2
Quality of Project Target Group Engagement and Feedback	4	Counterparts Funds	5
Responsiveness of Service Providers	3	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	4
Exit Strategy	4		
Potential for Scaling-up	4		

<b>Relevance</b>	<b>5</b>
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## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

The Smallholder Agricultural Competitiveness Project (SACP) was designed with a total financing of USD 109.85 million, with IFAD grant of USD 2 million, IFAD loan of USD 64.5 million, Government of Bangladesh counterpart funding of USD 28.60 million, contributions of USD 8.1 million from the private sector, and contributions of USD 6.6 million from beneficiaries. The Financing Agreement was signed on 1st August 2018. The project completion date is 30 September 2024 and closing date 31 March 2025. The SACP was approved in government's ECNEC meeting on 30 October 2018 and its Reimbursable Project Aid (RPA) fund was released at the end of June 2019 prior to the end of the financial year 2018-2019. IFAD approved an additional grant financing of USD 915,000 to SACP in August 2020, for COVID-19 response activities under its Rural Poor Stimulus Facility (RPSF) and the amendment was made to the Letter to the Borrower (LTB) on 06 September 2020 accordingly. The project goal is to contribute to Bangladesh's agriculture smallholders' responsiveness and competitiveness in high value crops (HVC) production and marketing of fresh and/or processed products; its objective is to increase farmers' income and improve their livelihood through demand-led productivity growth, diversification and marketing in a changing climatic condition.

The second IFAD direct supervision mission for the Project was conducted during 17 to 30 October remotely given the safety concerns and travel restrictions in the context of COVID-19 pandemic. The objectives of the mission were to: (i) assess implementation progress and provide implementation support and guidance where required; (ii) review progress and performance of project management including the supervision of activities undertaken by SACP's technical team; (iii) assess the appropriateness of project implementation modalities; and (iv) review the progress made under the RPSF grant and providing necessary guidance on accelerating the implementation of planned activities.

The mission started its preparatory exchanges among team members and with SACP Project Management and Coordination Team (PMCT) one week prior to the mission's official kick-off that was held online on 18 October 2020 via Zoom. Meetings and consultations were conducted on Zoom and emails with representatives of Department of Agricultural Extension (DAE), Department of Agricultural Marketing (DAM), Bangladesh Agricultural Development Corporation (BADC), Bangladesh Agricultural Research Institute (BARI) and FAO Technical Assistance Team at relevant levels. Virtual interactions were organized with selected beneficiary groups in Mirzagonj of Patuakhali district, Patharghata of Barguna district, Kathalia of Jhalokhati, Mirsarai of Chattogram and Fakirhat and Kachua Upazilla of Bagerhat district. A wrap-up meeting was conducted online on Zoom on 02 November 2020, chaired by Dr. Md. Abdur Rouf, Additional Secretary, PPC Wing, Ministry of Agriculture, to highlight the mission's findings and recommendations. An aide-mémoire was presented at the meeting as joint agreement of the two parties on the assessment of past performance, and related recommendations and agreed actions to follow up for further project implementation.

### Key Mission Agreements and Conclusions

**Conclusion:** The project has made progress in spite of the challenges posed by the COVID-19 pandemic. It reported reaching out to 57,900 beneficiaries mainly through the training of farmer groups. While the disadvantaged farmers have become more vulnerable mainly due to the COVID-19 lockdown and travel restrictions, the project operational structure seems to remain resilient and the implementing agencies have achieved their set financial and physical targets respectively at varied rates. Overall disbursement is lagging behind the expected rate given that the project is in the 3rd year of implementation since effectiveness in August 2018, but the top priority or urgency should be achieving without further delay the effectiveness of synergy building between the technical components under the implementation responsibilities of different agencies. This is one of the main requirements for achieving the objective of supporting the smallholder producers to overcome the market barriers and obtain the increased price premium in their high-value crops (HVCs) investments.

**Key mission agreements** are highlighted below. Other agreed actions are presented under the related sections and they are equally important.

- Set up a working process of synchronized investments and interventions under different components in order to provide mutually leveraged support to improve the competitiveness of production and marketing;
- Complete the essential components of a market-led support structure such as value chain study, buyer mapping and multi-stakeholder platform, and put them as an organized structure into application by project districts;
- Initiate actions of value chain integration on 4 to 5 promising products with farmer groups of organized production and marketing potential;
- Convert the farmer groups into genuine production and marketing groups;
- Secure the project capacity in market facilitation by increasing number of market facilitators and by involving lead marketing operatives selected from the farmer groups;
- Tailor exclusive technical training for women in relevant areas in response to women's specific demands and to help secure the expected women's equitable participation in project activities;
- Urgently ensure recruitment of PMCT key positions of Gender, M&E and Procurement;
- Strengthen the M&E operational structure by adopting tablets or smartphones for data recording and reporting in addition to continued knowledge and skill training; and
- Include external expertise members in procurement evaluation committees as per requirement of government

regulations.

## D. Overview and Project Progress

As of 30 September 2020, the project's total disbursement was recorded at USD 16 million, amounting to 17% excluding contributions from the private sector and beneficiaries, or 15% if including the latter. Disbursement of IFAD loan amounted a total of USD 9.07 million or 14% of allocation<sup>[1]</sup>; IFAD grant recorded an amount of USD 790,000, or 40% of the initial USD 2 million grant, and 27% if combining the recently committed RPSF grant of USD 915,000. Government counterpart funding recorded a total expenditure equivalent to USD 6.16 million or 21% of the design-allocated total of USD 28.65 million.

Overall cumulative physical progress was reported at 23% for AWPBs 2018 – 2019 and 2019-20, mainly due to the fact that field operations prepared during the first half of the fiscal year were not able to roll out because of the COVID-19 travel restrictions during the second half period. The project has provided service to 57,900 individuals, mainly through its training of farmer groups and 30% of them are estimated to be female. The project submitted its AWPB 2020-21 on 11 April 2020 for a total of USD 21.085 million; the mission estimated that the project has the potential of achieving 80% of its ongoing AWPB at the end of fiscal year 2020-2021, if COVID-19 will not aggravate and travel restrictions and social distancing will not further restrain the field operations.

**Component 1: Enhanced production of HVC and technology adoption** *Component 1 is rated moderately satisfactory (4).*

**1.1. Assessment of HVCs and group mobilization** *Sub-component 1.1 is rated moderately satisfactory (4).*

Progress has been made despite COVID-19 but key actions leading to improved competitiveness are yet to be synchronized. Group mobilisation was completed in the first operational year building on the groups previously formed by DAE, training and interactions with communities have been disrupted by the Covid-19 outbreak. However, progress has been made in conducting PRA's, i.e., 2,000 completed against a target of 2,500, training of trainers on group mobilisation at five events exceeds AWPB target but still falls short of the cumulative total. Consultation on chosen technologies reached five against the target of nine due to RADP approval. The development of terms of partnership to formally set the collaboration between the project and farmer marketing groups is still to be drafted. Actions need to be taken and accelerated on converting the DAE farmer groups into Farmer Producers and Marketing Groups (FPMGs) with market linkage, once the value chain assessments and buyer mapping are sufficiently developed to support initial engagement.

Functions of FFS and roles of lead farmers. Mission's video interactions with farmer groups in project upazillas indicated that lead farmers are already active and they play a leading role in demonstration of HVCs such as malta, mango and dragon fruit. However, the roles of the lead farmers should be further explored by the project and they need to systematically incorporated into the project's ground network of moving the smallholders from production to marketing.

**1.2. Demand-driven production and market-led research** *Sub-component 1.2 is rated moderately unsatisfactory (3).* The Assessment of high value crops awaits the completion of the value chain study, which is still in draft format. The latter needs to be expedited to set priorities for detailed follow up on practical aspects of value chain development. The delay in finalising the Value Chain Mapping report is impinging on the ability to prioritise market development activities and needs to be finalised as soon as possible. Pending the completion of the formal report, the project team need to select three to four clearly promising value chains for initial intensive development and which can be utilised as a learning process for both project staff and involved beneficiaries. BARI continues to refine its production packages, but is not yet engaged in a mechanism of receiving and responding to specific requests from the project groups to target their action research programme. Targets were not set in the AWPB for many indicators, but achievements have been reported as 18 action research items, 4,000 kg of breeder seed and 6,200 germplasm multiplication. The project completed 130 field trials on stress tolerant varieties against a target of 120, 33 trials on mechanisation against a target of 10, and one link with BADC on machinery against a target of three. Clear targets should be highlighted for better monitoring and evaluation. Fruit and vegetable block demonstrations were close to or exceeded targets. However, the utility of these do not seem to have been assessed so that future interactions can be refined by linking with DAM/DAE/PMF and BADC.

Experiences elsewhere and in IFAD-assisted projects of other countries have demonstrated that Market-led research and extension support were more efficient while involving public-private partnership. In Bangladesh, IFAD is working on enhancing public-private producer partnership (PPPP or 4P) in rural advisory services through a grant support to Global Forum for Rural Advisory Services (GFRAS) meant to address constraints related to outreach to marginalized communities and enhancing private sector participation in agriculture extension delivery. SACP should further explore the partnership with the Bangladesh Agricultural Extension Network (BAEN), the implementer of the grant in the country, and seek opportunities of mutual support in introducing and promoting efficient extension models in the project areas and countrywide. Additionally, SACP should continue to seek collaboration with projects of convergent interests and especially with overlapped project areas such as the IFAD-assisted PACE and FAO-assisted MMI to broaden its partnership in agriculture and rural development.



Regarding mechanisation there is a need to constitute and convene a Technical Committee for performance testing of appropriate machinery promoted by the importers and local manufacturers/traders. This is needed to formalise an expression of interest to identify machines and suppliers for further testing by BARI. Currently testing seems to be confined to the existing suite of machines available with BARI.

**1.3. Institutional support for research and extension.** *Sub-component 1.3 is rated moderately satisfactory (4).* The recruitment of an additional 10 market facilitators to take the total to the design requirement of one facilitator per Upazilla is still pending. The facilitated retreat to develop an integrated action plan could not proceed due to Covid-19 restrictions on gatherings. However, the synergies of this project need further work to bring out the benefits as stressed in the paragraphs 34 and 37 of the PDR under the component descriptions.

While decision on increased number of market facilitators is still pending at ministerial level without agenda and deadline, the project needs to promptly build and secure its crucial operational capacity in market facilitation to continue. The project should identify particularly effective lead marketing operatives from the project's Farmer Producers and Marketing Groups, who can be trained up for these roles and supported by the project to facilitate market interactions in their upazilla on paid-service basis.

FAO Technical Assistance has worked on the development of FFS curricula but could not proceed with the validation workshop due to Covid 19 restrictions on gatherings. However, FAO has further communicated with the DAE officials for the curriculum validation purpose, but needs to take on board input of private sector actors. The process of developing these curricula will assume greater importance once the value chain studies start highlighting particular value chains for enhancement and the training needed to impart to farmers to meet market specifications. The Value Chain study was supported by FAO TA, but there were issues with the draft Report that FAO is engaging with the consulting firm to try to resolve the outstanding issues. As highlighted above, this is an urgent need of the project and it needs to be resolved rapidly. The FAO TA has also worked closely on developing the project M&E system and in the absence of recruitment of the project M&E specialist, this function will need to continue. There is a need to develop monitoring records to enable assessment of economic benefit disaggregated by gender, and age. The facilitated retreat could not take place again because of Covid-19 restrictions, but there is still a need for FAO TA to support closer integration of the project components to achieve the synergies identified in the project design.

**Rural Poor Stimulus Facility (RPSF).** *Work related to RPSF is rated satisfactory (5).* Activities under the RPSF grant approved in August 2020 by IFAD were designed into two components, namely Component 1 of Distribution of micro-gardening kits, and Component 2 of Capacity-building support. These will be mostly incorporated into SACP under its Component 1 in support of establishing high value and nutrient rich homestead vegetable gardening. Beneficiaries will be selected from Barguna, Patuakhali (60%) and the remaining 40% will be selected from the adjacent districts (Bhola, Jhalokhati and Pirojpur). 26,000 poor and vulnerable households are targeted and it is expected that at least 50% of the RPSF participants or individual beneficiaries are female, and 20% youth. The RPSF will provide micro gardening kits comprising mainly varieties of seed, nets for fencing, fertilizers, watering can and signboard. Related procurement is underway with four tenders being published and under evaluation. Field operations of support distribution will start to reach the beneficiaries in November 2020.

**Component 2: Processing and marketing of HVC** *Component 2 is rated moderately satisfactory (4).*

**2.1. Improving market linkage.** *Sub-component 2.1 is rated moderately satisfactory (4).* This is the heart of the project to increase farmer incomes, however the delays in finalising the value chain study and the buyer mapping are impinging on the ability to support viable Farmer Producers and Marketing Groups engaged with and responsive to the market system. Progress has been made with individual farmers, but the focus seems to have been on replacing the small itinerant buyers, who come to the farm gate by the farmer taking produce to the nearest market centre. While this will offer an opportunity to individuals for direct sales, it does not leverage the advantages of organized marketing designed to meet the buyers' needs.

Quick and practical buyer mapping required. While the FAO TA has developed a manual on buyer mapping and distributed it to the stakeholders, it seems rather elaborate for what should be an action training on-the-job for the project market facilitators (PMF). The PMFs need to be empowered and skilled up to identify and map buyers in their Upazillas through interaction with the local chambers of commerce and other relevant agencies, and through undertaking interviews with them as to their needs. These feedback and input can then be consolidated into opportunities for both Farmer Producers and Marketing Groups and buyers to interact under the facilitation of PMFs and local DAE extension staff. The FAO TA component are playing proactive role in skilling up the PMFs in their Upazillas through a programme of on-the-job training in mapping local opportunities to be held in November, 2020. This will be an essential prerequisite to validate and utilise the value chain studies and priorities once complete.

Business management skills training has commenced with 48,100 farmers receiving training, three District level workshops and one upazilla workshop being held. However, the project concept is that DAM district level staff and Upazilla Marketing Facilitators will be trained on basic business management skills along with Business Development Services (BDS) not directly to farmers. According to initial PDR, the DAM District staff and PMFs were supposed to train the SAAOs who in turn will train farmers in a simplistic way. However, later, due to the lack of human resources in DAM, the concept of conducting farmer training through consulting firm was developed. Once the DAM district level staff and

Upazilla Marketing Facilitator become knowledgeable on business management skills and BDS provisions and respective providers, they can assist not only farmers but also rural-agro enterprises to avail different BDSs through an informed manner. Training of farmers directly in BDS particularly given the low literacy levels in the project area needs to be carefully considered. The possibility to leverage FAO's work with Rural Invest should be assessed to see if it could be used in support of this component. The multi stakeholder platform has yet to commence and this should be a priority in the current year.

**2.2. Post-harvest and processing investments** *Sub-component 2.2 is rated moderately satisfactory (4).* Work focusing on Post-harvest and processing has commenced with two District and three Upazilla workshops held, and 45,100 farmers receiving training. Training manual on Postharvest and Processing has been developed by FAO TA and distributed to farmers during training. Capacity building training on Postharvest management and primary processing are yet to be held on December 2020. The mission interaction seems to indicate that the techniques promoted were for individuals to primary process product for own consumption or local sale.

Investing in increased price premium. There are three levels of interaction that should be targeted, indeed primary processing of products for own use and to improve on farm storage is one and can be linked to nutritional benefits. This may be better handled via a sub-contract to an NGO or a non-profit business supporter with proven record of promoting and supporting the achievement of nutrition outcomes.

However, to achieve scale, linkage to an existing processor offers potential for Farmer Producers and Marketing Groups to sell a larger quantity of product. Training should interact with these processors to see their needs and then facilitate in partnership with the process for the Farmer Producers and Marketing Groups production to meet their demand.

A third level is for intensive training of a local level potential processor to engage in business and purchase from local Farmer Producers and Marketing Groups. This latter group can most readily benefit from project support through training and cost-sharing investment, but solid work needs to be undertaken to identify suitable candidates to receive such intensive support. Detailed terms of partnership should be developed to ensure that the project investment generates the necessary returns.

The value chain assessment once completed should form the basis for the project Market Facilitators in tandem with the buyer mapping exercise to identify potential for increased returns to improve post-harvest handling and packaging.

**2.3. Improved awareness of nutrition, hygiene and food safety** *Sub-component 2.3 is rated moderately unsatisfactory (3).* Linkage of the project to other actors active in the food safety and nutrition needs to be prioritised. The project does not need to develop material as much is available from BSTI, BFSA, and FAO projects active in nutrition and housed within Ministry of Food and from the Bangladesh nutrition network, particularly the Common Narrative on Nutrition. Interaction with these agencies can help develop short modules for example on the *Five Keys to safe food* that can be incorporated at the end of every meeting of Farmer Producers and Marketing Groups or after every training. The principles of personal hygiene and hand washing incorporated in these messages are also highly topical under the current pandemic. This could be combined with training in home level processing and food preservation, perhaps through a subcontract to a qualified NGO as outlined above in para 13. The project should also look to put on simple behaviour change messaging through special events held to commemorate National Food Safety Day held annually on 2nd February, World Food Day on 16th October, etc.

FAO technical Assistance has already developed a manual on buyer mapping for training of project staff, however, this also needs implementation as priority at a practical level through on-the-job training of PMFs working with them in practical identification of buyers and their needs in their Upazilla. Work on market facilitation techniques is pending completing of the value chain study and the buyer mapping, but is an essential aspect for integrating the project activities at field level, and again should largely be undertaken in the field with the PMFs. The post-harvest manuals have been produced and are being used for the training programme being rolled out, Work on linking to rural invest for training of PMFS and District DAM staff needs to be prioritised as does the finalisation of matching grant implementation modalities.

**Component 3: Climate Resilient Surface Water Management** *Component 3 is rated moderately satisfactory (4).*

**3.1. Conservation and utilization of surface water.** *Sub-component 3.1 is rated moderately satisfactory (4).* Highlights of physical achievements. The AWPB 2019-20 planned 967 targets under the subcomponent and 830 or 86% were recorded as achieved. As highlights: 116km of khal/canal/chara re-excavated; 62 sets of new irrigation schemes installed for surface irrigation channels; 20 sets of homestead solar irrigation pumps installed for community ponds which were excavated; 506 sets of rain water harvesting schemes installed; and 60 on-farm water management structures installed. Furthermore, three solar driven pumps for dug wells were completed, 25 community artesian wells drilled, and 24 electric infrastructures to connect the electric pumps of agricultural field to the grid main line completed. These achievements contributed to expand and improve the water-related productive assets in the project area, ultimately leading to improved productivity.

Connection to production of greater market potential required Technical feasibility study of BADC project usually addresses technical and engineering feasibility criteria through consultations with the local Upazilla Irrigation Committees for location consent. Subsequently SACP's surface-water management infrastructure and facilities proposals are

submitted for final coordination by the SACP District Coordination Unit led by the Deputy Director of local DAE. So far, constructions and installations achieved under the subcomponent appear to have been planned and executed prior to the completion of value chain mapping and its validation, so the linkage with organized production and marketing is unclear. Once the high value crops are identified through value chain study, collaborative approach to link Project Production and Marketing Groups (Water) (PPMG(W))<sup>[2]</sup>, Production and Marketing groups should be practiced and their priorities fed to BADC to develop irrigation infrastructure justified by an economic feasibility assessment. Therefore, the potential of smart water management can be fully explored. SACP is not only a capitalization investment in water management, but also more of an opportunity window for fully exploring the sustainable and smart use of surface water for market-led agriculture with HVCs. While it is important to maintain a steady physical progress for the implementation, the desired outcome of efficient use of water to support the market-demand led productivity investments and crop diversification needs to be strengthened in future. This can only be achieved with close association with production and marketing interventions under components 1 and 2. Further Linkage of the infrastructure investments to meet the needs of VC mapping, identified priority enterprises and production demonstrations is crucial, to support the HVC clustering with buyer arrangements.

### 3.2. Strengthening capacity of water interest groups

*Sub-component 3.2 is rated moderately satisfactory (4).*

Capacity building of PPMG(W)s to include environment protection and sustainable O&M. AWPB 2019-20 set a target of training 6,270 farmers in sustainable water management and the project recorded a total of 210 PPMG(W)s (6,300 members of which at least 30% female) formed on the basis of Government participatory water management guidelines. No training has started yet for PPMG(W)s due to the travel restrictions related to COVID-19 and related training will be conducted during the period of AWPB 2020-21. Future training of PPMG(W)s will focus on operation & maintenance of irrigation equipment and on-farm water management for increasing irrigation efficiency. For sustainable group development, SACP will follow MoA's guidelines and adopt the Missing Middle Initiative (MMI) of Global Agriculture Food Security Program (GAFSP) approach, which seem to include notions and practices of environment protection, sustainable NRM and sustainable O&M.

The BADC clarified that PPMG(W)s are mostly if not all existing farmer groups formed either under DAE or other departments and they are the ones that are relevant to water resources, the use and the management. They are in effect a sub set of the overall project Farmer Marketing Groups. 'BADC has been mobilizing 789 PPMG(W)s and 30 SVGs in 30 Upazillas. Out of 789 PPMG(W)s, 484 will be khal/Canal excavation groups those will not receive any capital assets like pump or buried pipes. To encourage them producing high value crops using khal/Canal water, BARI and DAE should arrange demonstration/training for these groups. Moreover, BARI/DAE/DAM should include and even give priority to the PPMG(W)s in agricultural technology and HVC demo and training in view of the PPMG(W)s' potential of quickly leveraging access to water resources in their IGAs. Since BADC ensures availability of water for high value crops - one of the crucial inputs in southern agriculture, DAE and DAM may work with all PPMG(W)s/SGVs for enhancing productivity and marketing of aggregated produces of the groups.

Possibility of engaging PPMG(W) leaders on paid-service basis. The BADC reported its challenge in shortage of field staff. As likely BADC's field staffing policy may not respond quickly to such demand, the project may explore the possibility of selecting PPMG(W) leaders and delegate part of the project support and coordination tasks on the basis of paid-service to cope with the likely chronic situation.

<sup>[1]</sup> Adding the amount of WA 5 of USD 4.5 million in the pipeline, the loan disbursement rate reaches 21%.

<sup>[2]</sup> As discussed with DAM, the purpose would be clearer with this renaming.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>FGs' functional building</b> Convert FGs into farmer producers and marketing groups with functional capacity building and market linkage established	DAE, DAM, BARI, BADC and possible partners such as BAEN supported by FAO TA	11/2020
<b>Value chain development</b> Initiate value chain integration on 4-5 promising products with FGs in areas of potential organized production and supported by action research technologies and good practices	Led by FAO TA with DAE, DAM, BARI, BADC and public and private sector actors	12/2020
<b>Business development skill training</b> Business development skill training should focus on raising skills of District DAM staff and Project Marketing Facilitators who in turn should train SAAOs and assist farmers and business identify a BDS service provider.	FAO TA DAM	12/2020

<b>Leverage of water management</b>  Connection projects of sustainable water management to production of greater market potential through operational and effective consultation with other component IAs	BADC, DAE, BARI, DAM	12/2020
<b>PPMG(W)s' participation in tech demo and training</b>  All PPMG(W)s should be included or even given priority for their their participation to agricultural technology and HVC demo and training in view of their potential of quickly leveraging access to water resources in their IGAs	BARI, DAE, DAM and BADC	12/2020
<b>Nutrition and food safety</b>  Link the project to other actors active in the food safety and nutrition and build partnership for at institutional and field operational levels	PD, DAM, DAE and all involved partners	01/2021
<b>Shortage of field operational officers</b>  Select PPMG(W) leaders and delegate part of the project support and coordination tasks on the basis of paid-service	MoA, PD, BADC	01/2021
<b>Public-private producer partnership building</b>  Further explore the partnership with BAEN implementing the GFRAS grant and seek opportunities of mutual support in introducing and promoting efficient extension models in the project area and countrywide	PD, DAE, BARI and DAM	02/2021
<b>Mechanisation</b>  Constitute and convene a Technical Committee for identification and performance testing of appropriate machinery promoted by the market, with expression of interest formalized to identify machines and suppliers for further testing by BARI.	BARI and PD	02/2021
<b>Project structure for enhanced market linkage</b>  Complete VC study and buyer mapping, form multi-stakeholder platforms and connect FGs to market intermediary networks	FAO TA, PD, DAM and other implementing parties	02/2021
<b>Securing capacity of market facilitation</b>  Identify particularly effective lead marketing operatives from the project's Farmer Producers and Marketing Groups who can be trained up for key roles of market facilitation and supported by the project in their upazilla on paid-service basis. Meanwhile, continue lobbying for increased number of market facilitators	PD, DAM, DAE, MoA and MoF	03/2021
<b>Training in postharvest and processing</b>  Training in post harvest handling and processing should be clearly linked to identified market opportunities and involve private sector players such as processors, wholesalers, brokers in training for market specific requirements in terms of their needs for quality, quantity, packaging, handling and transportation	DAM, BARI, FAO TA	03/2021

<b>Technical expertise</b>  FAO utilizes the Technical Support Services of FAO Regional Office for specific specialist consultant inputs where applicable and appropriate.	PD/FAO	12/2021
<b>Support HVCs' market linkage</b>  FAO undertake on-the-job training for PMFs in identifying 2 or 3 key products in their Upazilla for intensive mapping of the local chain, actors and developing a group marketing programme with selected PFMGs and interested buyers	FAO	12/2021

## E. Project implementation

### a. Development Effectiveness

#### Effectiveness and Developmental Focus

<b>Effectiveness</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### Justification of rating

Effectiveness is rated moderately satisfactory (4). The project became effective on 1st August 2018. In spite of the relatively slower implementation due to the ongoing COVID-19 pandemic and the general holidays announced by the government in the last quarter of the fiscal year, the project has made some progress. As of 30 September 2020, the project's total disbursement was recorded at USD 16 million, amounting to 17% excluding contributions from the private sector and beneficiaries, or 15% if including the latter. Disbursement of IFAD loan amounted a total of USD 9.07 million or 14% of allocation ; IFAD grant recorded an amount of USD 790,000, or 40% of the initial USD 2 million grant, and 27% if combining the recently committed RPSF grant of USD 915,000. Government counterpart funding recorded a total expenditure equivalent to USD 6.16 million or 21% of the design-allocated total of USD 28.65 million. Since the mission, due to further disbursement on payment against work done, the project's current disbursement is 24% (as of November 2020).

Overall, cumulative physical progress was reported at 23% for AWPBs 2018 – 2019 and 2019-20, mainly because field operations prepared during the first half of the fiscal year were not able to roll out because of the COVID-19 travel restrictions during the second half of the fiscal year. The project has provided services to 57,900 beneficiaries, mainly through its training of farmer groups. 30% of them are estimated to be female. The project submitted its AWPB 2020-21 on 11 April 2020 for a total of USD 21.085 million. The mission estimated that the project has the potential of achieving 80% of its ongoing AWPB at the end of fiscal year 2020-2021, if COVID-19 situation does not aggravate and travel restrictions and social distancing will not further restrain the field operations.

#### Log-Frame Analysis & Main Issues of Effectiveness

Progress at output level was updated. A quick review on the logframe design, in comparison with the mission's field assessment on beneficiaries' needs for support, confirmed that the logical linkage between outputs and outcomes remains consistent and relevant; the theory of change should be valid for the period of implementation if outputs were implemented in synergy and leveraging each other. The mission updated the logframe to reflect the monitoring needs of RPSF approved in response to the COVID-19. Core indicator of monitoring hectares of farmland under water-related infrastructures was added.

#### Development Focus

<b>Targeting and Outreach</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### Justification of rating

Targeting and Outreach is rated moderately satisfactory (4). According to the project documents and consultation with beneficiaries at field level, the project has been regularly reaching out to its targeting groups in the project areas. Marginalized groups in the community have benefited from demonstration, HVC, and capacity building for farmers including post-harvest primary processing, and business management skills development. In spite of the pandemic and the general holidays, the project, through its district and sub-district staff and MOA officers, have maintained regular

communication with both male and female farmers. Trainings have also been carried after receiving approval from MOA and IFAD.

However, targeting performance needs to be monitored appropriately once the M&E system is further developed and the M&E Specialist has been hired.

### Main issues

After the initial delay with DPP approval, the project had picked up momentum for implementation, as it was not able to start in due time and the project activities have been impeded due to pandemic covid-19. However, the farmer groups in the project areas have shown that the selection process of the farmer groups have been done in an appropriate way. Groups are being balanced for both men and women in terms of age, economic condition (land owner, landless, poor, marginal and small farmers) and reflected the state of poverty in social dimension (women headed HH, religious minority). As of September 2020, the total number of direct beneficiaries who have received services from the SACP is 57,900, and the indirect beneficiaries are 324,240 (57,900 x 5.6). The number of youth group participation in HVC and entrepreneurship has increased (e.g., in business management skills training and post-harvest primary processing 76.67% and 86.67% respectively\*). Currently, a total number of 500 demonstrations have been conducted during field days on different HVC. A total number of 50% (5,000) farmer groups have been formed or mobilized in the project area, and individual farmers have received training from the project.

Activities under the RPSF grant approved in August 2020 by IFAD were designed into two components, namely Component 1 of Distribution of micro-gardening kits, and Component 2 of Capacity-building support. They will be mostly incorporated into SACP under its Component 1 in support of establishing high value and nutrient rich homestead vegetable gardening. 26 000 poor and vulnerable households are targeted and it is expected that at least 50% of the RPSF participants or individual beneficiaries are female, and 20% youth. The RPSF will provide micro gardening kits comprising mainly varieties of seed, nets for fencing, fertilizers, watering can and signboard. Related procurement is underway with four tenders being published and under evaluation. Field operations of input distribution will start to reach the beneficiaries in November 2020.

\*Youth participation in ToT

Subject	Total Participant	Young	%	Others	%
BMS	30	23	76.67%	7	23.33%
PHP	30	26	86.67%	4	13.33%
<b>Total</b>	<b>60</b>	<b>49</b>	<b>81.67%</b>	<b>11</b>	<b>18.33%</b>

Source: DAM

Agreed Action	Responsibility	Agreed Date
<b>Inclusiveness of water user groups</b>  Promote inclusive membership of the PPMGs(W) by give equitable access to the poor and women's participation, and women will be in a decision-making position	BADC	02/2021

**Gender equality & women's participation**

**Rating: 4**

**Previous rating: 4**

### Justification of rating

Gender equality & women's participation is rated moderately satisfactory (4). The project has improved in gender dimension and its participation in the project since early this year. As per the PDR, SACP is trying to cover 30% women and 20% youth as of total beneficiaries. Nevertheless, as of now the project has reached to 24% of total female beneficiaries.

The implementing agencies have been using existing farmer groups mostly, with some newly formed groups. Most of the juvenile groups are 100% women farmers. The number of women participation in the farmer training is comparatively lower than that of men (male 75.81% & Female 24.19%). However, the project has started to include 30% female

participation in all SACP activities. Under the RPSF grant that was recently rolled out, the project will be targeting 50% female farmers.

### Main issues

The mission found that women's participation has increased in the farmer group formation. Women have benefited from demonstration plots, specially vermicomposting and vegetable gardening. As a preliminary stage, women have expressed interest in HVC. Women and girls have participated in skills development training including business management, and postharvest primary processing training though the number of women participants is low (Business management skill 20.00% & postharvest primary process is 23.33%). SACP has created the opportunity to link with private sector buyers, and develop opportunities for village-level food processing, and finally developing existing and potential rural enterprises' ability to manage sustainable rural agro-enterprises in the project areas. In the whole project, the only chance to ensure 100% women's participation is in the training of postharvest primary processing and financial literacy or information on access to market.

Considering the circumstance of the rural poor women and other marginalized groups in the project area, SACP has started to empower them socially and economically by providing skills development training. Video discussions with women beneficiaries in the field confirmed that women were interested in HVC and marketing process. The project can offer training for farmer's family (husband and wife) on HVC and primary food processing as wife stays at home and utilizes the knowledge for improving family income. However, the mission member observed through the conversations with PMCT staff and reviewing project related documents that gender related information is not adequately provided to the PMCT. In addition to that, recruitment for the Gender Specialist position is currently ongoing. The mission recommended to complete the recruitment process at the earliest to support women farmer groups, collect gender related documentation, for gender sensitization of the project staff and ensuring adequate reporting. In addition to that, the project needs to look into the impact of the training related to the women empowerment and the targeting of all vulnerable groups in its service provision. The gender specialist will need to work in close collaboration with FAO to update the gender and social inclusion action plan that the project has drafted through the short term gender expert and FAO M&E expert.

### Male and female participation in the farmer training

Upazilla	Total Participant	Male	%	Female	%
Kachua	2875	2130	74.09%	745	25.91%
Hatiya	2500	1926	77.04%	574	22.96%
Taltoli	2500	2020	80.80%	480	19.20%
Amtali	2875	2293	79.76%	582	20.24%
Kaliganj	4275	3038	71.06%	1237	28.94%
Mirzaganj	2875	2036	70.82%	839	29.18%
Nalchity	2875	2123	73.84%	752	26.16%
Kawkhali	2500	1752	70.08%	748	29.92%
Lalmohan	2875	2424	84.31%	451	15.69%
Charfesson	2875	2451	85.25%	424	14.75%
Shyamnagar	5750	3980	69.22%	1770	30.78%

Bamna	2875	1982	68.94%	893	31.06%
Pathorghata	2500	1910	76.40%	590	23.60%
Fakirhat	4300	3100	72.09%	1200	27.91%
Kathalia	2875	2203	76.63%	672	23.37%
Betagi	2500	1981	79.24%	519	20.76%
Rangabali	2500	1967	78.68%	533	21.32%
Kalapara	2875	2023	70.37%	852	29.63%
Fatikchari	2875	2132	74.16%	743	25.84%
Sandwip	2500	2085	83.40%	415	16.60%
Chandanaish	2875	2408	83.76%	467	16.24%
Banskhali	2500	1723	68.92%	777	31.08%
Boalkhali	2500	2035	81.40%	465	18.60%
Mirsharai	2875	1990	69.22%	885	30.78%
Chhagalnaiya	5375	4201	78.16%	1174	21.84%
Chatkhil	2500	2186	87.44%	314	12.56%
Kabirhat	2875	2601	90.47%	274	9.53%
Subarnachar	2875	2053	71.41%	822	28.59%
Kamalnagar	2875	1824	63.44%	1051	36.56%
<b>Total</b>	<b>87825</b>	<b>66577</b>	<b>75.81%</b>	<b>21248</b>	<b>24.19%</b>

Male and Female participation at Workshops					
Location	Total Participant	Male	%	Female	%
District	250	171	68.40%	79	31.60%



Upazilla	200	128	64.00%	72	36.00%
<b>Total</b>	<b>450</b>	<b>299</b>	<b>66.44%</b>	<b>151</b>	<b>33.56%</b>
<b>Male and Female participation at Training of Trainers</b>					
<b>Subject</b>	<b>Total Participant</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Business Management Skills	30	24	80.00%	6	20.00%
Postharvest Primary processing	30	23	76.67%	7	23.33%
<b>Total</b>	<b>60</b>	<b>47</b>	<b>78.33%</b>	<b>13</b>	<b>21.67%</b>

Source: DAM

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>M&amp;E</b> Develop Gender Monitoring and Evaluation (M&E) tools	PMCT	11/2020
<b>Gender and targeting priority</b> Tailor exclusive technical training for women in response to their disadvantaged position and needs for agribusiness and marketing	DAE, DAM, BARI, BADC and involved service providers	12/2021
<b>Training</b> Training on postharvest and primary processing	DAM	12/2021
<b>Capacity building on gender issues</b> Capacity building of staff and beneficiaries in addressing gender issues	PMCT	12/2021
<b>Gender sensitization program</b> Develop the gender sensitization program	PMCT	12/2021
<b>Case study</b> Prepare case study/success story relating women	PMCT	12/2022

**Agricultural Productivity**

**Rating: 4**

**Previous rating: 4**

#### **Justification of rating**

Agricultural Productivity is rated moderately satisfactory (4). The project approach is to enhance farmer incomes through improved marketing and attracting higher prices. BARI is tasked with undertaking action research on refining crop

production to meet these identified needs and through development of crop varieties that can cope with stresses in the production area such as salinity, season drought etc. 14 research topics are under evaluation, for example, pyramid cropping of cucurbits; production of high yield vegetables in Sorjan beds; off season production of watermelon are clearly targeted at increasing productivity; screening of bottle gourd and sweet pepper for salinity; and cultivation of fruits and vegetables with drip irrigation are targeted at overcoming production challenges. Once the value chain work is complete and a more cohesive direction is given on market led production, BARI will need to take on specific trails to improve production focused on the specific market opportunities identified.

Through virtual interaction with farmers and sub-national agriculture officers, the mission understands that the adoption from demonstration site has already begun.

### Main issues

No major issue at this stage

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Action research</b>  The action research programme needs to increasingly be directed by the opportunities identified under the value chain studies	PD, DAM BARI	03/2021

<b>Nutrition</b>	<b>Rating: 4</b>	<b>Previous rating: 3</b>
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### Justification of rating

Nutrition is rated moderately satisfactory (4). Nutrition-sensitive interventions are not yet being implemented and they were not part of the planning at initial stage during design. According to the beneficiaries, there was no actual sessions on food safety and nutrition, but they have received session on safe vegetable, organic food, etc. Project staff need to know more regarding SACP's nutrition-sensitive interventions under component 2, and the related awareness building is yet to be linked to beneficiary training under component 1, and hired someone from BCC to conduct nutrition and nutritious rich HVC. Nutrition related indicators have been included in the logframe so that the nutrition outcome can be measured in line with implementation.

In addition, at the time of finalizing this report, the project has distributed 12 types of seeds for nutritious vegetables, 07 types of fertilizers and watering cans to 26,000 COVID affected households under IFAD's RPSF. The project has trained the Junior Monitoring & Reporting Specialist (JMRS) for conducting the Baseline Survey for RPSF Program. The project is also currently consulting with the ICO to scale up this support and submit a second proposal for nutritious summer crops under the RPSF second call for proposals.

### Main issues

Since nutritional value chain promotion is one of the project features, it needs to pay special attention to improve awareness of nutrition, hygiene and food safety. The project expects to implement capacity development activities on nutrition efficiency and behaviour change among beneficiaries at community level. The mission observed that both men and women groups are yet to be made aware about the nutrition values / balance diet and personal hygiene issues, including safe food. These could be improved through day observations, awareness/training programs, and their dietary practice when women will be empowered economically and their income will increase at family level.

Linkage of the project to other actors active in the food safety and nutrition needs to be prioritised The project does not need to develop material as much is available from BSTI, BFSA, FAO projects active in nutrition and housed within Ministry of Food and from the Bangladesh nutrition network, particularly the Common Narrative on Nutrition. Interaction with these agencies can help develop short modules for example on the 5 Keys to safe food that can be incorporated at the end of every meeting of Farmer Producers and Marketing Groups or after every training. The principles of personal hygiene and hand washing incorporated in these messages are also highly topical under the current pandemic. This could be combined with training in home level processing and food preservation, perhaps through a subcontract to a qualified NGO as outlined above in para 13. The project should also look to put on simple behaviour change messaging through special events held to commemorate National Food Safety Day held annually on 2<sup>nd</sup> February, World Food Day on 16<sup>th</sup> October, etc.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Food safety and nutrition training</b>  Conduct safety and nutrition training to staff, market facilitators and beneficiaries where applicable	DAM	12/2021
<b>Nutrition based value chain promotion</b>  Promote HVCs' nutrition qualities in production and marketing	DAE & DAM	12/2021

#### **Adaptation to Climate Change**

**Rating: 4**

**Previous rating: 4**

#### **Justification of rating**

Adaptation to Climate Change is rated moderately satisfactory (4). The project approach of tailoring farm production to address more profitable market opportunities carries along with it the opportunity to change cropping to less vulnerable commodities and away from staple rice with its associated sensitivity to salinity (rising sea levels) and cyclonic damage at harvest time. The project is pursuing the introduction of mechanisation can mitigate against the harvest risk for rice. The improvement in irrigation delivery systems also helps farmers cope with the changing climate. However, the delays in identifying the priority value chains that could be developed is hampering an integrated response of the project components to systematically address risks associated with climate change.

#### **Main issues**

The project has a 'high' classification for climate risk as Bangladesh is one of the most exposed countries to the impacts of climate change. The project approach recognises this reality and its approach of crop diversification supported by technical innovation and research from BARI, the technical advice from DAE to the farming groups and the availability of infrastructure investment support on cost share basis from BADC is designed to help farmers cope with changing environmental parameters.

The project will deliver enhanced resilience by responding to production challenges in terms of high temperature and higher levels of moisture stress, increased rainfall and runoff, higher susceptibility to floods, high soil and surface water salinity, higher wave interaction due to sea level rise

The use of high value vegetable crops that can be timed for harvest outside of the main cyclone risk season (as opposed to rice which can be severely affected by cyclones close to harvest) promotion of mechanism to support rapid crop turn around, provision of irrigation during drought periods all are effective adaptation strategies. The inclusion of perennial fruit trees particularly on high land and sloping land are themselves mitigating measures in terms of carbon sequestration.

However, to capture the full synergy of the project elements there needs to be more cohesion in addressing the needs of small farmers. The delay in identifying the priority value chains for each Upazilla and each FPMG is hampering the tailoring of research, irrigation infrastructure investment and target training to optimise the response.

### **b. Sustainability and Scaling up**

#### **Institutions and Policy Engagement**

**Rating: 4**

#### **Justification of rating**

Institutions and Policy Engagement is rated moderately satisfactory (4). The project approach is well aligned with the country's policies and strategies on agricultural development (e.g., Southern Master Plan), transforming from subsistence and rice-driven farming to diversified high value crops commercialization, and on institutional framework through the enhancement of smallholder participation in community-based and beneficiary-governed O&M mechanism. The current institutional set-up of project management and coordination has laid down the first structure for joint actions by different technical departments and agencies such as DAE, BADC, DAM and BARI. The project and its line ministry was quick to respond to the pandemic situation and tap into the RPSF resources. Subsequently, a project steering committee meeting was convened promptly to approve the inclusion of the RPSF grant in the financing agreement. The project is represented via the FAO technical team in a multi-stakeholder working group comprising the RBAs and CGIAR centres. The working group provides regular input to relevant line ministries, such as, Food and Agriculture. Based on a policy directive from the Prime Minister's Office to utilize all available land for homestead nutrition gardens to ensure food security and nutrition during the pandemic, MOA is currently working with smallholders to implement activities in line with this directive. The design of the RPSF grant under the project was carefully aligned with this directive and to complement other national efforts focused on homestead gardening.

#### **Main issues**

N/A

## Partnership-building

Rating: 4

Previous rating: 4

### Justification of rating

Partnership-building is rated moderately satisfactory (4). The project brings together four different and key MoA departments under the same umbrella. While full synergy is yet to be achieved, there are no major issues among the agencies that puts the project at risk. However, as indicated above, there is still room to improve coordination among the agencies to ensure that complementarity that will bring about the desired results. The project has met the expectation of RBA collaboration; the Government and FAO signed the agreement of Unilateral Trust Fund (UTF) to help incorporate FAO TA to support the project implementation. It is also expected that partnership will be built with the private sector in a later stage of implementation. According to project design, SACP will collaborate with private inputs companies, agro-processors, wholesalers, traders and exporters. Meanwhile, SACP is seeking to build a partnership of networking and cooperation with BAEN, which is implementing the IFAD grant support in private sector participation in agricultural extension delivery.

### Main issues

Experiences elsewhere and in IFAD-assisted projects of other countries have demonstrated that Market-led research and extension support were more efficient while involving public-private partnership. In Bangladesh, IFAD is working on enhancing public-private producer partnership (PPPP or 4P) in rural advisory services through a grant support to Global Forum for Rural Advisory Services (GFRAS) meant to address constraints related to outreach to marginalized communities and enhancing private sector participation in agriculture extension delivery. SACP should further explore the partnership with the Bangladesh Agricultural Extension Network (BAEN) implementing the grant in the country, and seek opportunities of mutual support in introducing and promoting efficient extension models in the project area and countrywide. Meanwhile, SACP should continue to seek collaboration with projects of convergent interests and especially with overlapped project areas such as the IFAD-assisted PACE and FAO-assisted MMI to broaden its partnership in agriculture and rural development.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
<b>Public-private producer partnership building</b>  Further explore the partnership with BAEN implementing the GFRAS grant and seek opportunities of mutual support in introducing and promoting efficient extension models in the project area and countrywide	PD, DAE, BARI and DAM	02/2021

## Human and Social Capital and Empowerment

Rating: 4

Previous rating: 4

### Justification of rating

Human and Social Capital and empowerment is rated moderately satisfactory (4). SACP has included women, men, youth and other vulnerable groups in the implementation process. PPMG (W) have directly benefited from the project in accessing irrigation for their land. The focus on women has enhanced with the introduction of the RFSF grant mentioned elsewhere in the report and its focus on selecting 50% women farmers for distributing the inputs. The mission found that participation of women and youth has increased in farmer group formation, skills development training and PPMG (W)s. However, the project needs to ensure efficient management of the groups to increase its sustainability potential. The mission recommends that the project places due importance in this matter and possibly ensure complementarity with similar groups supported by organizations, such as FAO, PKSf and MOA. As of September 2020, a total number of 57,900 people have been received training from SACP, and 2,540 individual rural producers have been accessing production inputs on responsive agro-ecological constraint and market demands. Since the project has started to provide skills development training, the beneficiaries are gaining improved knowledge in HVC, and accessing information. In addition, as noted under agricultural productivity, from its virtual interaction with farmers from the field, both men and women, the mission noted that adoption from demonstration site has already begun. However, the project still needs to reach its target as per the PDR, and conduct impact study to assess the economic and social development at due intervals.

### Main issues

The project has a target of reaching out to 250,000 beneficiaries at its completion and at least 150,000 beneficiary households' income should increase by 20% from improved marketing and diversified agricultural products. The project needs to ensure strong project interventions, presence of field staff, relevant specialist in the PMCT and M&E system to achieve the end goals.

**Quality of Project Target Group  
Engagement and Feedback****Rating: 4****Justification of rating**

Quality of beneficiary participation is rated moderately satisfactory (4). As of September 2020, the project has reached to 57 900 households with a population of 335 440. An expected number of women and other marginalized groups have participated under HVC, skills development training though it has not been achieved as per plan, and the M&E system is not yet in place to include the participatory methods. The project's monitoring on financial performance needs to include the contributions from beneficiaries.

**Main issues**

The mission found through the video conversations with farmer groups at field level, and PMCT staff, the active participation of beneficiary has increased this year. 100%-women groups are more advanced than mixed groups; they are well oriented about the project objectives, and have started earning money from HVCs. SACP has strong potential to bridge the gap in information dissemination and empowering women and other marginalized groups through HVCs, market linkage and capacity building. It was observed by the mission that some groups are very organized and well informed, and participants are quite enthusiastic to participate in the project.

**Responsiveness of Service  
Providers****Rating: 3****Previous rating: 4****Justification of rating**

Responsiveness of service providers is rated moderately unsatisfactory (3). The value chain study, which forms the basis of prioritisation of project actions in developing farmer production and engagement with the market system, has been slow in delivery. In addition, the FAO TA support has to engage directly with the service provider to improve the quality of the reporting. The draft document fails to adequately address private variations across both time and geography, which is an important assessment criterion for opportunity identification.

**Main issues**

n/a

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Value chain study report</b>  Prioritise the rapid completion of the Value Chain report ensuring that it comprehensively addresses periods of high prices for targeted production that BARI can work towards and of geographic opportunities that project production can target for buyer mapping and building of new value chain opportunities.	Consulting Firm, PD assisted by FAO TA	12/2020

**Environment and Natural Resource  
Management****Rating: 4****Previous rating: 4****Justification of rating**

Environment and natural resource management is rated moderately satisfactory (4). The SACP promotes improved agronomic practices, knowledge base, research support and extension for high value crops based on meeting market demand. The close support from DAE and BARI on the production technologies adopted will ensure that good agricultural practices are adopted, including the use of organic manures for soil fertility enhancement; introduction of techniques such as vermi composting; adoption of integrated plant production and protection methodologies that emphasise the minimal use of poisonous pesticides. BARI is conducting research on deep placement of fertiliser (to avoid excessive leaching), IPM measures for mung bean and use of Tricho-compost and Tricho-leachate as bio control for disease management of Eggplant and Tomato.

**Main issues**

The project works closely with the Farmer Production and Marketing groups to help them diversify away from rice production. As such, no new land is envisaged to be brought into cultivation, so further degradation of natural environments is not a consideration. Where appropriate the replacement of annual tillage operations for crop production by permanent orchard cover will contribute to soil stabilisation and reduce soil erosion.

<b>Exit Strategy</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

Exit Strategy is rated moderately satisfactory (4). The project's exit strategy remains achievable given the institutional approach by all the implementing parties that are mandated to support agricultural development in the country. Institutional arrangements were designed and they are structured in a manner that would help to pursue the expected effectiveness in the project's management and coordination especially at national level. District Coordination Units (DCUs) are composed of senior officers from respective agencies and meet on a regular basis to ensure the project planning integrated into respective agency's execution of work and budget. All the implementing agencies are part of the permanent structure of the ministry that receives adequate annual budget to maintain the operations. SACP approach is closely aligned with the ministry approach and at exit has the full potential to transfer knowledge gained and technologies adopted to the ministry for consolidation and adoption.

#### **Main issues**

N/A

<b>Potential for Scaling-up</b>	<b>Rating: 4</b>	<b>Previous rating: 5</b>
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#### **Justification of rating**

Potential for Scaling-Up is rated moderately satisfactory (4). The SACP project was designed in close collaboration with MoA and FAO. IFAD, government and FAO paid strong attention to the key features of the project design to ensure potential for scaling up the future good practices in the non-project area in the country. The project design is carefully embedded within the overall workplan of the ministry to avoid overlapping and ensure the project interventions are carefully mapped to the needs of the area. The project is being implemented in 30 sub-districts of 11 coastal districts in the country and has strong potential to be replicated on the remaining sub-districts that also suffer from similar issues, including salinity. As mentioned in the earlier sections, the project is already consulting with the ICO on the scaling up of the RPSF grant. Although this is not part of the core design, the RFSP support has generated significant interest within GOB/MoA since the grant is aligned with the national agenda to ensure food security by utilizing every available piece of land for cultivation.

#### **Main issues**

N/A

### **c. Project Management**

<b>Quality of Project Management</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

Quality of Project Management is rated moderately satisfactory (4). Project management functions were generally met. A total of 54 staff and consultants have been assigned to assume the project management functions under the four implementing agencies and FAO TA team. The PMCT has also recruited five senior consultants and 22 junior consultants in support of the project implementation.

Main tasks related to project management were fulfilled, including the meeting of PSC, preparation and submission of AWPB 2020-2021 and procurement plan to IFAD ICO, monthly consultations and discussions between IAs and representation of SACP in several occasions. Annual progress report was prepared and submitted to IFAD on January 2020. The project was able to generate timely financial and physical reports for the mission.

#### **Main issues**

A total of 54 staff and consultants have been assigned to assume the project management functions under the four implementing agencies and FAO TA team. Deducting the support staff such as drivers, administrative service and computer operators, the four component IAs account 34 professionals and technical staff and FAO TA team six advisors and specialists. The PMCT has also recruited five senior consultants and 22 junior consultants in support of the project implementation; the junior consultants are mainly stationed at district level to support the District Coordination Units.

Three key positions still under recruitment process. DAE, BARI, DAM and BADC have appointed senior staff to manage and coordinate the technical implementation of component activities and liaise within the Project Office. The recruitment of Specialists in Gender, M&E and Procurement has been undergoing through a long process since the last supervision. Reasons of delaying recruitment varied, but mainly related to candidates claiming higher salary than the estimated cost in the DPP and rejection of contract terms and conditions by selected candidates. The project published its first re-advertisement in December 2019; the evaluation process was later affected by COVID-19 and the TEC did not find



suitable candidates for these positions. The recruitment process was further delayed by the government's decision to announce general holidays all over the country to prevent transmission of the COVID-19 pandemic. The mission was informed that SACP published its second time re-advertisement in August 2020 and the recruitment evaluation committee held a meeting on 13 October 2020 and it is expected that these three positions will be filled by November 2020.

The Secretary of the Ministry of Agriculture chaired a PSC meeting on 10 September 2020 to discuss the utilization of the RPSF grant fund received from IFAD for the establishment of high value and nutrient rich homestead vegetable gardening (HVG) to increase income of poor and vulnerable households in Barguna, Patuakhali and adjacent 03 (three) districts under SACP. The PSC also discussed the need for a revised DPP (RDPP), and cultivation of summer tomato at farmers level following BARI promoted model. AWPB 2020-21 and Annual Procurement Plan 2020-21 were prepared and submitted to IFAD and No-Objection was received respectively on 17 May 2020 and 14 October 2020. Monthly consultations and discussions were held on operational coordination between the IAs under the leadership of the PD, and project representation in several occasions such as meetings and consultations with IFAD ICO in June 2020, World Food Day in October 2020 and other ministerial meetings on behalf of SACP. The project was able to generate timely financial and physical progress reports for the mission. An annual report was prepared with the technical assistance of FAO and submitted to IFAD in January 2020. Financial and procurement related progress reports (Contract Register) have been submitted to IFAD through NOTUS system, following IFAD generated prescribed formats.

District Coordination Units have been established in 11 project districts and they are led by the Deputy Director of DAE Office and formed by representatives from DAE, DAM, BADC BARI who are executive engineers or senior officers at district level (DAE with Upazilla Agricultural Officer in addition to the DAE Deputy Director). The functions of financial management and M&E/reporting are assumed by two junior specialists. DCUs hold regular meetings every three months regarding implementation coordination.

Inter-component synergy building in support of project rationale still valid as key recommendation. The last supervision mission recommended synergy building between component implementing agencies in order to effectively build the market-led agricultural capacity and competitiveness of the target groups. While implementation progress was reported at relatively limited scale due to the COVID-19 pandemic, key actions were still pending in initiating a synchronized process in order to support the smallholders to overcome the critical barriers and moving into a stage of benefiting from the increased price premium of HVCs in an inclusive market system. While all other mission's guidance and recommendations on technical operations are important, they would not be valid if this synergy building does not take place for a mutually corresponding process between investments and actions under different components.

Almost all the technical interventions would need to be part of a well-thought, interlinked operation. It is important that each implementing agency needs to seriously consider what is the purpose of the activities it implements, and recognize through action that the related effectiveness and efficiency can be achieved only if the implemented activities support the interventions made by other implementing agencies, and being linked and supported by the latter.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Recruitment of PMCT key positions</b>  Complete the recruitment of Gender, M&EKM and Procurement Specialists in November and ensure their entering into function by Dec, 2020	PD	12/2020
<b>Inter-component synergy building in support of project rationale as number 1 priority</b>  Set up a working process to synchronize investments and interventions under different components to jointly support and achieve the objective of overcome market barriers for smallholders and obtain increased price premium	PD, all implementing parties, FAO TA	12/2021

**Knowledge Management**

**Rating: 4**

**Previous rating: 4**

#### **Justification of rating**

Knowledge Management is rated moderately satisfactory (4). The project has designed a M&E&KM plan with support from FAO TA. Budgets were made to support related KM and communication activities in the AWPBs. The project created a SACP Facebook page where information of project activities was shared even during the COVID-19 pandemic. Project information and activities were shared on the IFAD ASIA website and Facebook page. Project also developed COVID 19 health protocol for staff working in the field during the COVID pandemic. The project experience was also shared in FAO and UN Bangladesh Facebook page and their websites.

#### **Main issues**

Without MEK specialist the project started to develop knowledge products and dissemination with the assistance of FAO TA. However, the junior monitoring and reporting specialist (JMRS) should also be active in sharing the project activities and achievement through different mechanisms including Facebook page and IFAD Asia page. SACP project should develop a knowledge management action plan. It is highly recommended to develop a project website to disseminate project activities and success stories. However, in the meantime, project can easily disseminate/upload its knowledge product through the implementing agencies own project specific website. Project can also open a YouTube channel free of cost where they can upload videos based on project success stories. In addition, the project can share knowledge and programme information via numerous print and electronic media (e.g., newspaper, annual report of implementing agencies, various publications of IFAD, TV and radio) as well as via workshop, seminars, and trainings. PMCT can already document good practices in both production and market linkage through case studies and knowledge products including learning experience, success stories can be developed in Bangla language and share with farmers as they know and can adopt and diffused the project innovations. Farmers to farmers extension can be a good strategy to share the project knowledge and scaling up. Among the implementation organization monthly or semi-annual meeting can be held to share the knowledge for cross fertilization and this is one of the goal of the project. Such knowledge and information sharing meeting can be very helpful to find gaps and way forward in smooth project implementation. To further strengthen the KM activities, PMCT particularly when the MEK specialist available, it is recommended to focus on identifying, analysing and documenting project learning experiences, innovations and draw lesson that can be replicated in other projects in Bangladesh and in the region.

<b>Value for Money</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

Value for Money is rated moderately satisfactory (4). The perspective of good value for money remains despite the late application and release of initial deposit. Some unit costs have raised due to COVID-19 but the project as a whole remains resilient. Most of the project investments relate to value addition and increased price premium through enhanced production and improved marketing of HVCs. The project's overhead should have increased due to the gap between three years of effectiveness and two years of operational implementation; it continues to present a good perspective of financial, economic, social and environmental benefits at both household and regional levels. Should operational efficiency improve in the coming months, the EIRR projected at design should not be affected as far as implementation will pick up at larger scale.

#### **Main issues**

Some unit costs have increased especially during the COVID-19 pandemic time and this has been reflected in procurement of some materials. The cost-benefit ratio should not be sensitively affected. MTR should be an opportunity for a closer look with relevant expertise included in the mission team.

<b>Coherence between AWPB and Implementation</b>	<b>Rating: 3</b>	<b>Previous rating: 3</b>
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#### **Justification of rating**

Coherence btw. AWPB and implementation is rated moderately unsatisfactory (3). The project has submitted Annual Work Plan Budget (AWPB) for FY 2020-21 on time. However, the project has been monitoring the budgetary execution through manual records and the overall execution rate of AWPB for FY 2019-20 was 57%, and 1% for FY 2020-21 as of September 2020. Overall, cumulative physical achievement reached about 23% since the project effectiveness. However, the second half of the FY2019-2020 was severely affected by the COVID-19 pandemic and planned execution was only partially implemented due to this force majeure condition. The project has the potential to achieve 80% of the next AWPB that the mission also reviewed should the situation not deteriorate further, mobility is not affected, and government operations are not suspended as was done in the first half of 2020. Indeed, a number of key activities have been completed at the time of finalizing this report. The project completed the recruitment of key personnel, i.e., M&E, Gender and Procurement specialists. Furthermore, the project has provided additional extension services to the farmers after the mission, including 66 fruit gardens, 700 block demos for vegetables fulfilling the current AWPB target, and another 300 demos for other crops. Finally, the project has received the final report of the baseline survey from the survey firm.

#### **AWPB Inputs and Outputs Review and Implementation Progress**

n/a

<b>Performance of M&amp;E System</b>	<b>Rating: 3</b>	<b>Previous rating: 3</b>
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#### **Justification of rating**

Performance of M&E System is rated moderately unsatisfactory (3). In the absence of its M&E Specialist whose position is still under recruitment process, the project was able to collect and record essential data and information from the field,



mainly supported by FAO TA team through ICT based KOBO system design and training to the field officers. The project was able to provide related data and reports to the IFAD ICO and supervision team before the remote mission started. Baseline Survey was carried out in 11 sampled districts by a consulting firm and the draft report shared with the mission. The project also developed an excel based simple M&E plan. So far M&E focused on output monitoring and the reported output information to the mission are not gender and youth disaggregated and the project is yet to submit progress report. Once the M&E Specialist is hired, the project needs to update and revise the M&E tools and framework of the project. Recruitment of the M&E expert is in the last stages.

## **M&E System Review**

Though the PMCT has not yet managed to recruit a MEK specialist, JMRS are in place at the district level and as informed to the mission MEK recruitment will be completed soon. FAO TA team extensively helping the PMCT in M&E related works including providing M&E training to the JMRS and relevant staffs and developing sex and youth disaggregated various data collection formats and developing KOBO software-based data collection system and very soon the project will produce desired level of M&E data.

Difficulties were reported on uneven workloads of junior M&E specialists of DCU as numbers of project Upazillas vary between districts. The hard-copy data collection was assumed by field staff such as SAAO and Assistant Engineers of DAE Upazilla offices for consolidation by DCU into the online programme that FAO TA developed based on the KOBO system. Risk for errors and mistakes is high at field level, as field officers need to struggle with different field circumstances between timely recording and reporting, and other technical support and tasks they have to deliver. The mission recommend the adoption of tablets or smartphones for operations of data recording and reporting at Upazilla and lower levels, and this should be programmed to be directly linked to the master programme on KOBO system. The procurement of tablets or smartphones should take into consideration of required capacity including the system connectivity and database capacity. A quick market survey should be done by compare the price, capacity and connectivity of tablets and smartphones for viable option. A consultant should be recruited without delay to complete the system set up in accordance. Meanwhile, the project should look into the option of redistributing the workloads of junior M&E specialists by assigning balanced number of upazillas under respective responsibility, in the condition that cross-district recording and reporting does not encounter major structural barrier.

The project M&E should continue to comply with the reporting requirement in submission of semi-annual and annual progress reports to IFAD. Moreover, given the overlap of various activities of the project, monitoring mechanisms of the total number of beneficiaries/outreaches by gender, gender of the household head and landholding (such as women headed and landless) without multiple counting should be developed and report accordingly.

Since project passed significant amount of time, it should start reporting outcome level indicators, at least it can conduct some case studies and report within the annual progress report. Regarding install a full MIS system, mission think that rather than installing full MIS system which is quite technical and need support throughout the project period, extension of the KOBO system by adding more features (e.g. include outcome indicators monitoring format) into it can supplement the MIS utility. However, project can learn from other IFAD funded project such as PACE where they use ICT based monitoring system instead of MIS package.

Though significantly delayed, a consulting firm carried out a baseline survey, however, the final report not submitted yet. The survey respondents comprise of 1980 direct beneficiaries as well as 228 control households to assess the current economic and social situation of project beneficiaries, which will be the basis of outcome and impact evaluation at midterm and end of the project. Though the study collected lot of information, inclusion of basic reference of knowledge attitude and practice of food nutrition, hygiene and nutrition and GIS information of the sample household using tablet-based data collection would have added value. Since the study is still in its draft stage, mission suggested to include asset index and missing logframe indicators if any and accordingly report those in the final report.

*RPSF grant monitoring and evaluation:* The mission assisted to include the RPSF indicators in the project M&E, including its log-frame, and further physical and financial reports. However, to assess the RPSF grant impact at beneficiary level, it is proposed that PMCT particularly DAE with the assistance of FAO TA will conduct a baseline survey (before distribution/interventions) and a follow-up survey (after harvesting/selling the home garden products) of RPSF household or sub-sample of RPSF household using a short (max 2 pager) outcome (e.g. household income, intrahousehold dietary diversity) based digital (using KOBO) questionnaire. Based on the available data, FAO TA will produce a baseline report and afterward when end line/follow-up data will be available they will produce a RPSF evaluation report by comparing the baseline and end line survey data.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>M&amp;E – reporting compliance</b> comply with reporting requirements to IFAD, completing the baseline survey report with basic reference of knowledge attitude and practice of food nutrition, hygiene and nutrition. Further recording and reporting to be maintained with disaggregated data where applicable	PMCT, all IAs and FAO TA	12/2020
<b>RPSF assessment</b> Incorporate RPSF in the systematic M&E and conduct a quick baseline as soon as possible to set the start point for grant recipient households before distribution of support kits	PMCT, DAE and FAO TA	12/2020
<b>M&amp;E – grassroots recording and reporting</b> Adopt tablets or smartphones for operations of data recording and reporting at Upazilla and lower levels, and explore option of redistributing number of upazillas under individual junior M&E specialist in the more balanced manner	PD, all implementing agencies, IFAD	01/2021

#### **Social, Environment, and Climate Standards requirements**

**Rating: 4**

#### **Justification of rating**

Requirements of SECAP is rated moderately satisfactory (4). This Programme was classified as Category B at the time of loan approval. To date, the strategy adopted for implementation and impact of activities undertaken do not necessitate its re-classification. SACP was designed in a participatory manner, taking into account the concerns of all stakeholders and it has been implemented in compliance with IFAD and GOB policies, standards and safeguards including SECAP. It is consistent with IFAD's Strategic Framework calling for promoting the sustainable use of natural resources, building resilience to climate change, the programme will be implemented emphasising ownership by rural farm families in order to achieve sustainability.

#### **SECAP Review**

The Programme is adopting the policies that are compliant with the policies of IFAD and GOB. The mission also did not come across any complaints concerning environmental, social and climate issues from the stakeholders, though as this was a remote supervision mission because of the Covid19 situation opportunities for interaction with beneficiaries was limited. However, it is disappointing that the complaints procedure has not yet been formalised and made part of the engagement process with project stakeholders as was recommended by the previous SM mission. This now needs to be a priority action so that beneficiaries and other stakeholders are aware of its processes.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>SECAP-related complaint procedure</b> Formalise the complaints procedure, establish a reporting mechanism and ensure that all stakeholders are aware of the process.	NPD	12/2020

#### **d. Financial Management & Execution**

#### **Acceptable Disbursement Rate**

**Rating: 4.0**

**Previous rating: 3**

#### **Justification of rating**

Automated rating based on IFAD disbursement data

#### **Main issues**

The overall disbursement of SACP has reached to 17% as of September 2020 which is lagging compared to the implementation period 36%. The individual disbursement, as of September 30, 2020 amounts to USD 9.07 million from IFAD loan and USD 0.79 million from IFAD Grant, which is 14% and 40% of total commitment respectively including initial

advance of USD 6 million and USD 0.4 million. However, the total expenditure as of 30<sup>th</sup> September is USD 8.22 from IFAD Loan and USD .36 from IFAD Grant. Also, an additional amount of USD 915,000 had been disbursed against "Additional Financing Rural Poor Stimulus Facility under the Grant No. 2000003470", which is 100% of total commitment. In accordance with UTF agreement between Government of Bangladesh and FAO, first annual instalment of USD 0.78 million was made to FAO using direct payment method. However, the withdrawal application for 2<sup>nd</sup> instalment of FAO amounting to USD 1080,000 was submitted to IFAD, which is currently under review. Total disbursement of IFAD loan has been less than the amounts projected per implementation period. The mission noted the reason for low rate of disbursement due to delays in putting request for initial advance to IFAD, COVID pandemic and countrywide lockdown.

## Fiduciary aspects

### Quality of Financial Management

**Rating: 4**

**Previous rating: 3**

### Justification of rating

The overall financial management rating has been upgraded mainly due to some progress made on the agreed action plan, especially in updating accounting records, submission of interim financial reports, execution of IFAD client portal (ICP) and SOE submission through ICP, revising project implementation manual and opened separate project bank account for IFAD and GOB in BADC component, however a number of areas need to be attained such as procuring automated accounting system, and audit report, and speedy response and resolution of audit findings.

### Main issues

The mission noted that FM Staffing at PMU level and districts appears to be adequate, where the FMS came onboard on November 14 2019. The project has submitted Annual Work Plan Budget (AWPB) for FY 2020-2 on time. However, the project has been monitoring the budgetary execution through manual records and the overall execution rate of AWPB for FY 2019-20 was 57%, and 1% for FY 2020-21 as of September 2020. The physical stock take was carried out by the custodian of the fixed asset register instead of a formal committee. Ideally, the committee should exclude procuring officer/finance officer, direct user and the custodian of fixed asset registrar. The project has prepared and revised the project implementation manual, which was submitted to IFAD for its review and concurrence. The auditor has reported thirteen (13) audit observations in the management letter attached to the audit report for FY 2018-19. The reported observation in associated internal control weakness and compliance, the project has already responded to the issues raised by FAPAD, however, two (2) audit issues have been resolved by FAPAD. The mission noted that currently the project has been recording its accounting and financial information in manual books and spread sheet, which is not free from human errors and mistakes. However, the project initiated the process for procuring accounting software, which needs immediate installation and operationalization for appropriate accounting, recording and timely accurate financial reporting. The project submitted the Interim financial reports July-Dec 2019 and January-June 2020 to IFAD, and all recent submissions were acceptable from the FM perspective on reporting requirement and financial disclosure based on desk review.

Five (5) WAs were submitted to IFAD for justification of expenditures and replenishment of advance since the last mission, where two application is under review by IFAD (WA No. 5 and WA 7). The mission has reviewed the related justifications WAs and has verified the documentation related to statements of expenditure (SOE) items on a sample basis. The main findings include incomplete description in SOEs makes difficult to trace the file and vouchers, improper control in file management and record keeping, several transactions were made through cash payment in associated meeting expenses, purchase of furniture and purchase of book and periodicals. The mission also reviewed the WA No. 5, the project claimed BDT 1,348,900 for procuring of photocopier and IPS and reported under Category II, SI. No. 11 in BADC component, where the actual expenditure and payment was BDT 1,190,035. However, the project has acknowledged that it was unintentional typo, the mission recommended that the project to resubmit the withdrawal application after necessary correction in the SOE.

Overall financial management capacity needs improvement in terms of delivering the project in an effective, efficient and economic manner. Specific areas of improvement includes but not limited to at District PIU staff may need extensive training to ensure project procedures are followed in preparing books and records. Performance evaluation for project employees is to be done annually following PIM, and the project should ensure the effective monitoring system and Implementing Agency should produce monthly budget-to-actual on a regular interval, and filing system needs to be more organized. The project will procure and install an automated accounting system to ensure appropriate accounting, recording and timely accurate financial reporting as oppose to a current manual system which is not free from human errors and mistakes. In terms of auditing, the project has appropriate provision to have internal audit to be carried out by a professional firm, in the other hand, external audit is the mandate of C&AG of Bangladesh

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Training to all FM staffs on FM duties, IFAD policies and reporting requirement</b>	SACP	04/2020
<b>Reports</b> Timely submit AWPB, audit report and other relevant reports to IFAD and provide prompt response and proposed resolutions of found issues including audit findings.	PMCT and FM team	12/2020
<b>Completing procurement process of the accounting software, installation and operationalization</b> Complete the procurement of automated accounting programme, customize and link it with grassroots reporting centers	SACP	02/2021
<b>Preparation of monthly SOE having bank reconciliation statement</b> Every month	SACP	
<b>Preparation and consolidation of financial reports includes category and component wise expenditure, bank reconciliation statement and submit to PO</b>	SACP	
<b>Preparation of summary interim financial report at half yearly interval and submit to IFAD</b> Within 45 days after the period-end	SACP	
<b>Updating the cash book regularly and monthly preparation of bank reconciliation statement of Das and other operating bank accounts</b> Every month	SACP	

#### Quality and Timeliness of Audit

**Rating: 2**

#### Justification of rating

Audit report was submitted 5 months after the due date and in two opportunities because it had to be redone for not having issued the opinion with proper grounds

#### Main issues

The audited financial statements, which were due on 31 Dec 2019, were submitted with a delay of 5 months. I would like to take this opportunity to highlight the importance of the timely submission of audited financial statements, delays of which significantly impact the performance assessment of the quality and timeliness of project audits. The project's management are therefore encouraged to undertake the necessary actions to ensure timely submission of future audited financial statements.

The first version of the Audit report was submitted on January 2020 with a "qualified" opinion, which according to our discussion and further meeting with FAPAD, didn't have the grounds to sustain such opinion.

The financial statements were prepared on the basis of Cash basis (other than IPSAS), which are deemed acceptable to IFAD. IFAD's assessment of the financial statements, rated the quality of the financial reporting as 2 - Unsatisfactory, on the basis that the financial statements submitted together with the audit report were incomplete.

The following Financial Statements were missing:

Withdrawal application statement

Comparison of budget and actual amounts

Designated account statement

Fixed Asset Statement

IFAD's assessment has rated the quality and timeliness of the audit work as 2 – Unsatisfactory. The quality of the audit work has been deemed acceptable despite of having issued a first qualified opinion with no proper grounds.

The Management Letter did not disclose any major issue. However, the 12 Serious Financial Irregularities (SFI) should be given high priority to its resolution. As it is regular in our supervision missions, our FM Consultant will follow up in detail these audit observations.

<b>Counterparts Funds</b>	<b>Rating: 5</b>	<b>Previous rating: 5</b>
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#### **Justification of rating**

The rating 5 would remain same as there is no major changes in this part, and the project is secured with counterpart financing. However, the project should be mindful of using appropriate amount of counterpart financing wherever needed based on ADP allocation.

#### **Main issues**

The total counterpart contribution (amount received from Govt) is USD 7.46 million as of September 2020, which is 26% of total commitment of counterpart funding. Total expenses on account of counterpart financing is USD 6.16 million, which is 21 % of total commitment as of September 2020 (equivalent) to the project (total of DAE, BADC, DAM and BARI), of which USD 0.91 million for the FY 2018-19, USD 4.98 million for FY 2019-20 & USD 0.27 million for 2020-21 as of September 2020. The AWPB projected USD 5.73 million as Government financing for FY 2020-21 and the government allocated the full amount in ADP whereas the total fund released USD 1.40 million equivalent as of September 30, 2020 for FY 2020-21.

<b>Compliance with Loan Covenants</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

Compliance with loan covenants is rated moderately satisfactory (5), the rating increased mainly because the project has submitted a revised PIM to IFAD for NO objection, have insured its vehicles and have opened separate bank accounts for all implementing agencies.

The covenants of the financing agreements were complied with except for insurance of all goods. While vehicles are insured, not all goods are insured. The project is located in a government owned building and the building is adequately protected.

#### **Main issues**

While seceded ministry and government staff are covered against health and accident risk, staff consultants are not.

<b>Procurement</b>
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<b>Procurement</b>	<b>Rating: 4</b>	<b>Previous rating: 3</b>
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#### **Justification of rating**

Performance of has improved marginally as compared to the previous periodic assessment, with processes, procedures and systems generally applied despite some gaps in inconsistencies. Pending issues did not significantly impact the implementation progress and they were mostly resolved with technical support provided by IFAD ICO in Bangladesh.

#### **Procurement Review**

Periodic update of procurement plan required to support operational monitoring. In the fiscal year of 2019-20, IFAD reviewed Annual Procurement Plan [APP] and accorded No objection on 8 October 2019. For the fiscal year of 2020-21, the project revised APP using IFAD's new APP format and submitted through NOTUS on 30 September 2020, almost after a year. IFAD reviewed APP 2020-21 and accorded No objection on 14 October 2020. The APP was not updated/upgraded periodically and used as review/monitoring tool.

External technical expertise to be included in evaluation panels. The project is implemented by four (4) IAs functioning within the Ministry of Agriculture (MoA). Each IA is headed by Head of Procurement Entity (HOPE), which is mandatory as per PPR -2008. As per the implementation arrangements, the project is headed by the PD and manages the project from PO. Duly considering the nature of envisaged procurement activities, essence of inter departmental / inter-component wise coherence, noted that Proposal Evaluation Committee [PEC] / Tender Evaluation Committee [TEC]

are is constituted with external members having knowledge required for evaluation[1]. If needed, Technical Sub-Committee (TSC) may be appointed[2]. Similar type of composition[3] needs to be followed in throughout procurement cycle [from initiation till contractual completion] inter alia, tender/proposal preparation, inspection/testing/sample verification committees and for contract monitoring/management. These arrangements will enhance further the integration of four IAs and efficacy of project procurement management.

Absence of dedicated Procurement Specialist impacted the project procurement. The ICO Bangladesh has provided the desired procurement advice on high value and complex transactions including emergency procurement transactions through RPSF. IAs are having varied procurement capacity to procure and manage envisaged procurement activities. IFAD has phased out the manual contract register [Form C-10] and enabled ICT platform. The project staff received training on the contract monitoring module.

[1] PPR Rule 8 Sub Rule (2) and Sub Rule 5 (d) officers experienced in technical, commercial, financial or legal matters from other Ministries or Divisions, Agencies, or experts from Universities or reputable professional bodies or specialists from the relevant fields in the case of the external members.

[2] Sub Rule 14. GoB PPR-2008 permits Two (2) external members of whom at least shall be from outside the Ministry or Division or agencies under it.

[3] Project staff from Inter component, FAO, domain experts with MoA and in the GoB within the framework of PPR - 2008

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>External expertise in evaluation panels</b>  Proposed to utilise the external expertise throughout procurement cycle [from initiation till contractual completion] inter alia, tender/proposal preparation, inspection/testing/sample verification committees and for contract monitoring/management similar to the practice in formation of Proposal Evaluation Committee [PEC] / Tender Evaluation Committee [TEC].	PMCT and all IAs	11/2020
<b>Procurement specialist</b>  Select and deploy a Procurement Specialist [PS] with prior experience akin to profile of project procurement and emphasis may be on selection of consultancy services, training, and workshops besides Works and Goods. Complete the ongoing selection process and deploy PS	PD and MoA	11/2020

## e. Key SIS Indicators

<b>Likelihood of Achieving the Development Objective</b>	<b>Rating: 3.96</b>	<b>Previous rating: 4.0</b>
<b>Assessment of the Overall Implementation Performance</b>	<b>Rating: 3.75</b>	<b>Previous rating: 4.0</b>

## F. Relevance

<b>Relevance</b>	<b>Rating: 5</b>	<b>Previous rating: 5</b>
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### Justification of rating

The design is consistent with the needs of the target groups as well as IFAD and government policies and national priorities. Proposed implementation modalities and related interventions are appropriate. No modifications are required at this stage of implementation.

### Main issues

N/A

## G. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
<b>Overview and Project Progress</b>		
<b>FGs' functional building</b> Convert FGs into farmer producers and marketing groups with functional capacity building and market linkage established	DAE, DAM, BARI, BADC and possible partners such as BAEN supported by FAO TA	11/2020
<b>Value chain development</b> Initiate value chain integration on 4-5 promising products with FGs in areas of potential organized production and supported by action research technologies and good practices	Led by FAO TA with DAE, DAM, BARI, BADC and public and private sector actors	12/2020
<b>Business development skill training</b> Business development skill training should focus on raising skills of District DAM staff and Project Marketing Facilitators who in turn should train SAAOs and assist farmers and business identify a BDS service provider.	FAO TA DAM	12/2020
<b>Leverage of water management</b> Connection projects of sustainable water management to production of greater market potential through operational and effective consultation with other component IAs	BADC, DAE, BARI, DAM	12/2020
<b>PPMG(W)s' participation in tech demo and training</b> All PPMG(W)s should be included or even given priority for their their participation to agricultural technology and HVC demo and training in view of their potential of quickly leveraging access to water resources in their IGAs	BARI, DAE, DAM and BADC	12/2020
<b>Nutrition and food safety</b> Link the project to other actors active in the food safety and nutrition and build partnership for at institutional and field operational levels	PD, DAM, DAE and all involved partners	01/2021
<b>Shortage of field operational officers</b> Select PPMG(W) leaders and delegate part of the project support and coordination tasks on the basis of paid-service	MoA, PD, BADC	01/2021
<b>Public-private producer partnership building</b> Further explore the partnership with BAEN implementing the GFRAS grant and seek opportunities of mutual support in introducing and promoting efficient extension models in the project area and countrywide	PD, DAE, BARI and DAM	02/2021

<b>Mechanisation</b>  Constitute and convene a Technical Committee for identification and performance testing of appropriate machinery promoted by the market, with expression of interest formalized to identify machines and suppliers for further testing by BARI.	BARI and PD	02/2021
<b>Project structure for enhanced market linkage</b>  Complete VC study and buyer mapping, form multi-stakeholder platforms and connect FGs to market intermediary networks	FAO TA, PD, DAM and other implementing parties	02/2021
<b>Securing capacity of market facilitation</b>  Identify particularly effective lead marketing operatives from the project's Farmer Producers and Marketing Groups who can be trained up for key roles of market facilitation and supported by the project in their upazilla on paid-service basis. Meanwhile, continue lobbying for increased number of market facilitators	PD, DAM, DAE, MoA and MoF	03/2021
<b>Training in postharvest and processing</b>  Training in post harvest handling and processing should be clearly linked to identified market opportunities and involve private sector players such as processors, wholesalers, brokers in training for market specific requirements in terms of their needs for quality, quantity, packaging, handling and transportation	DAM, BARI, FAO TA	03/2021
<b>Technical expertise</b>  FAO utilizes the Technical Support Services of FAO Regional Office for specific specialist consultant inputs where applicable and appropriate.	PD/FAO	12/2021
<b>Support HVCs' market linkage</b>  FAO undertake on-the-job training for PMFs in identifying 2 or 3 key products in their Upazilla for intensive mapping of the local chain, actors and developing a group marketing programme with selected PFMGs and interested buyers	FAO	12/2021
<b>Development Effectiveness</b>		
<b>M&amp;E</b>  Develop Gender Monitoring and Evaluation (M&E) tools	PMCT	11/2020
<b>Inclusiveness of water user groups</b>  Promote inclusive membership of the PPMGs(W) by give equitable access to the poor and women's participation, and women will be in a decision-making position	BADC	02/2021
<b>Action research</b>  The action research programme needs to increasingly be directed by the opportunities identified under the value chain studies	PD, DAM BARI	03/2021



<b>Gender and targeting priority</b> Tailor exclusive technical training for women in response to their disadvantaged position and needs for agribusiness and marketing	DAE, DAM, BARI, BADC and involved service providers	12/2021
<b>Training</b> Training on postharvest and primary processing	DAM	12/2021
<b>Capacity building on gender issues</b> Capacity building of staff and beneficiaries in addressing gender issues	PMCT	12/2021
<b>Gender sensitization program</b> Develop the gender sensitization program	PMCT	12/2021
<b>Food safety and nutrition training</b> Conduct safety and nutrition training to staff, market facilitators and beneficiaries where applicable	DAM	12/2021
<b>Nutrition based value chain promotion</b> Promote HVCs' nutrition qualities in production and marketing	DAE & DAM	12/2021
<b>Case study</b> Prepare case study/success story relating women	PMCT	12/2022
<b>Sustainability and Scaling up</b>		
<b>Value chain study report</b> Prioritise the rapid completion of the Value Chain report ensuring that it comprehensively addresses periods of high prices for targeted production that BARI can work towards and of geographic opportunities that project production can target for buyer mapping and building of new value chain opportunities.	Consulting Firm, PD assisted by FAO TA	12/2020
<b>Public-private producer partnership building</b> Further explore the partnership with BAEN implementing the GFRAS grant and seek opportunities of mutual support in introducing and promoting efficient extension models in the project area and countrywide	PD, DAE, BARI and DAM	02/2021
<b>Project Management</b>		
<b>SECAP-related complaint procedure</b> Formalise the complaints procedure, establish a reporting mechanism and ensure that all stakeholders are aware of the process.	NPD	03/2020
<b>Recruitment of PMCT key positions</b> Complete the recruitment of Gender, M&EKM and Procurement Specialists in November and ensure their entering into function by Dec, 2020	PD	12/2020

<b>M&amp;E – reporting compliance</b>  comply with reporting requirements to IFAD, completing the baseline survey report with basic reference of knowledge attitude and practice of food nutrition, hygiene and nutrition. Further recording and reporting to be maintained with disaggregated data where applicable	PMCT, all IAs and FAO TA	12/2020
<b>RPSF assessment</b>  Incorporate RPSF in the systematic M&E and conduct a quick baseline as soon as possible to set the start point for grant recipient households before distribution of support kits	PMCT, DAE and FAO TA	12/2020
<b>SECAP-related complaint procedure</b>  Formalise the complaints procedure, establish a reporting mechanism and ensure that all stakeholders are aware of the process.	NPD	12/2020
<b>M&amp;E – grassroots recording and reporting</b>  Adopt tablets or smartphones for operations of data recording and reporting at Upazilla and lower levels, and explore option of redistributing number of upazillas under individual junior M&E specialist in the more balanced manner	PD, all implementing agencies, IFAD	01/2021
<b>Inter-component synergy building in support of project rationale as number 1 priority</b>  Set up a working process to synchronize investments and interventions under different components to jointly support and achieve the objective of overcome market barriers for smallholders and obtain increased price premium	PD, all implementing parties, FAO TA	12/2021
<b>Financial Management &amp; Execution</b>		
<b>Training to all FM staffs on FM duties, IFAD policies and reporting requirement</b>	SACP	04/2020
<b>External expertise in evaluation panels</b>  Proposed to utilise the external expertise throughout procurement cycle [from initiation till contractual completion] inter alia, tender/proposal preparation, inspection/testing/sample verification committees and for contract monitoring/management similar to the practice in formation of Proposal Evaluation Committee [PEC] / Tender Evaluation Committee [TEC].	PMCT and all IAs	11/2020
<b>Procurement specialist</b>  Select and deploy a Procurement Specialist [PS] with prior experience akin to profile of project procurement and emphasis may be on selection of consultancy services, training, and workshops besides Works and Goods. Complete the ongoing selection process and deploy PS	PD and MoA	11/2020
<b>Reports</b>  Timely submit AWPB, audit report and other relevant reports to IFAD and provide prompt response and proposed resolutions of found issues including audit findings.	PMCT and FM team	12/2020

<b>Completing procurement process of the accounting software, installation and operationalization</b>  Complete the procurement of automated accounting programme, customize and link it with grassroots reporting centers	SACP	02/2021
<b>Preparation of monthly SOE having bank reconciliation statement</b>  Every month	SACP	
<b>Preparation and consolidation of financial reports includes category and component wise expenditure, bank reconciliation statement and submit to PO</b>	SACP	
<b>Preparation of summary interim financial report at half yearly interval and submit to IFAD</b>  Within 45 days after the period-end	SACP	
<b>Updating the cash book regularly and monthly preparation of bank reconciliation statement of Das and other operating bank accounts</b>  Every month	SACP	

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

#### **Logical Framework**

Mission Dates: 17 to 30 October 2020  
Document Date: 28/12/2020  
Project No. 2000001464  
Report No. 5605-BD

Asia and the Pacific Division  
Programme Management Department



## Smallholder Agricultural Competitiveness Project

### Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Outreach</b> Direct beneficiaries receiving project services	1.b Estimated corresponding total number of households members										
	Household members					35 564					
	1.a Corresponding number of households reached							baseline, mid-term outcome, impact assessment	yearly	Lead agency and IAs	
	Women-headed households					0					
	Non-women-headed households					0					
	Households		125 000	250 000	49 997	57 900	23.2				
	1 Persons receiving services promoted or supported by the project							baseline, mid-term outcome, impact assessment	yearly	Lead agency and IAs	
	Females					0					
	Males					0					
	Young					0					
	Not Young					0					
	Total number of persons receiving services		700 000	1 400 000		7 903	0.6				
<b>Project Goal</b> To contribute to Bangladesh's agricultural smallholders' responsiveness and competitiveness in high value crops production and marketing of fresh and/or processed products.											

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Development Objective</b> To increase farmer income and livelihood through demand-led productivity investments, crop diversification and increased market linkages.	Beneficiary HHs reporting HVC production as main source of revenue with at least 20 per cent income increase							Baseline, Mid-Term Outcome survey, Progress report, PCR, Impact assessment	Baseline, midterm and completion	Lead Agency	Availability and uptake of improved technologies and farming systems Steady market demand and conditions Incomes increase through a combined effect of increased HVC production and improved marketing
	Households		75 000	150 000							
	Households reporting improvements in household asset ownership index							Baseline, Mid-Term Outcome survey, Progress report, PCR, Impact assessment	Baseline, midterm and completion	Lead Agency	
	Households		25	50							
<b>Outcome</b> 1. New and existing technologies researched, developed and adapted to agro-ecological constraints	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices							surveys	yearly	Lead Agency	Willingness and mutual benefits to producers and companies
	Total number of household members										
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										
	Non-women-headed households										
	Households		100 000	200 000							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	1.2.4 Households reporting an increase in production							surveys	yearly	Lead Agency	
	Total number of household members										
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										
	Non-women-headed households										
	Households		100 000	100 000							
	1.2.1 Households reporting improved access to land, forests, water or water bodies for production purposes										
	Males										
	Females										
	Indigenous people										
	Non-Indigenous people										
	Young										
	Not Young										



Results Hierarchy	Indicators							Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility			
	Women-headed households												
	Non-women-headed households												
	Total no. of households reporting improved access to land												
	Total no. of households reporting improved access to forests												
	Total no. of households reporting improved access to water												
	1.2.3 Households reporting reduced water shortage vis-à-vis production needs												
	Males												
	Females												
	Young												
	Not Young												
	Indigenous people												
	Non-Indigenous people												
	Women-headed households												
	Non-women-headed households												
	1.2.5 Households reporting using rural financial services												
	Males												

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										
	Non-women-headed households										
	1.2.6 Partner financial service providers with portfolio-at-risk ≥30 days below 5%										
	Percentage										
	1.2.7 Partner financial services providers with operational self- sufficiency above 100%										
	Percentage										
<b>Output</b> 1.1 Supporting organizational development of farmer groups in HVC technology requirements	Farmer groups formed or mobilized							surveys	Biannually, yearly	Lead agency, IAs	Responsive to agro ecological constraint and market demands
	farmers groups		5 000	10 000							
	2.1.3 Rural producers’ organizations supported										
	Rural POs supported		5 000	10 000	3 954	5 000	50				
	Total size of POs					0					
	1.1.3 Rural producers accessing production inputs and/or technological packages										
	Females					0					
	Males					0					
	Young					0					
	Not Young					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility		
	Indigenous people					0						
	Non-Indigenous people					0						
	Total rural producers		100 000	200 000	1 494	2 540	1.3					
	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated											
	Hectares of land					0						
	1.1.5 Persons in rural areas accessing financial services											
	Total number of accesses to financial services					0						
	Women in rural areas accessing financial services - savings					0						
	Young people in rural areas accessing financial services - savings					0						
	Not young people in rural areas accessing financial services - savings					0						
	Men in rural areas accessing financial services - savings					0						
	Indigenous people in rural areas accessing financial services - savings					0						

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Non indigenous people in rural areas accessing financial services - savings					0					
	Men in rural areas accessing financial services - credit					0					
	Women in rural areas accessing financial services - credit					0					
	Young people in rural areas accessing financial services - credit					0					
	Not young people in rural areas accessing financial services - credit					0					
	Indigenous people in rural areas accessing financial services-credit					0					
	Non indigenous people in rural areas accessing financial services - credit					0					
	Total persons accessing financial services - savings					0					
	Total persons accessing financial services - credit					0					
	Total persons accessing financial services - insurance					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Total persons accessing financial services - remittances					0					
	Men in rural areas accessing financial services - insurance					0					
	Women in rural areas accessing financial services - insurance					0					
	Young people in rural areas accessing financial services - insurance					0					
	Not young people in rural areas accessing financial services - insurance					0					
	Indigenous people in rural areas accessing financial services - insurance					0					
	Non indigenous people in rural areas accessing financial services- insurance					0					
	Men in rural areas accessing financial services-remittances					0					
	Women in rural areas accessing financial services - remittances					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Young people in rural areas accessing financial services-remittances					0					
	Not young people in rural areas accessing financial services - remittances					0					
	Indigenous people in rural areas accessing financial services - remittances					0					
	Non indigenous people in rural areas accessing financial services - remittances					0					
	Men in rural areas accessing financial services - credit - filière lait					0					
	Women in rural areas accessing financial services - credit - filière lait					0					
	Young people in rural areas accessing financial services - credit - filière lait					0					
	Men in rural areas accessing financial services - credit - filière riz					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Women in rural areas accessing financial services - credit - filière riz					0					
	1.1.6 Financial service providers supported in delivering outreach strategies, financial products and services to rural areas										
	Service providers					0					
	1.1.8 Households provided with targeted support to improve their nutrition										
	Total persons participating					0					
	Males					0					
	Females					0					
	Households					0					
	Indigenous people					0					
	Non-Indigenous people					0					
	Young					0					
	Not Young					0					
	Women-headed households					0					
	Non-women-headed households					0					
	1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services										
	Females					0					
	Males					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Young					0					
	Not Young					0					
	Indigenous people					0					
	Non-Indigenous people					0					
	Persons in rural areas trained in FL and/or use of FProd and Services (total)					0					
<b>Output</b> 1.2 Adaptive trials of new or existing technologies under farm field conditions	Demonstrations during field days on different HVC crops							surveys, attendance records	Biannually, yearly	Lead agency, IAs	Farmers are interested in and have capacity to adopt improved technologies
	demonstrations		5 000	10 000	400	500	5				
	Market-led farmer field schools organized							surveys	Biannually, yearly	Lead agency, IAs	
	FFS		750	1 500							
	1.1.4 Persons trained in production practices and/or technologies										
	Total number of persons trained by the project					0					
	Total number of attendances to training sessions				54 090	57 900					
	Men trained in crop					0					
	Women trained in crop					0					
	Total persons trained in crop		125 000	250 000	54 090	57 900	23.2				
<b>Output</b> 1.3 Improving access to district market-led research and extension facilities	Research stations upgraded/rehabilitated										assessments
	research stations		10	23							



Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Outcome</b> 2. Production decisions respond to market opportunities	Farmers reporting an increase in sales and/or increase in profit							Producer surveys	yearly	Lead Agency, IPs	
	farmers		100 000	200 000							
	Women reporting improved quality of their diets							Producer surveys	yearly	Lead Agency, IPs	
	Women reporting improved quality of their diets		10 000	20 000							
	2.2.1 New jobs created										
	Job owner - men										
	New jobs										
	Job owner - women										
	Job owner - indigenous										
	Job owner - not indigenous										
	Job owner - young										
	Job owner - not young										
	Farm										
	Non-farm										
	2.2.2 Supported rural enterprises reporting an increase in profit										
	Number of enterprises										
	Farm										
	Non-farm										
2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities											
Number of POs											

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Percentage of POs										
	Percentage of indigenous POs										
	Women in leadership position										
	Number of POs - crop										
	Number of POs - livestock										
	Number of POs - forestry										
	Number of POs - fisheries										
	2.2.4 Supported rural producers' organizations members reporting new or improved services provided by their organization										
	Males										
	Females										
	Indigenous people										
	Non-Indigenous people										
	Women in leadership position										
	2.2.5 Rural producers' organizations reporting an increase in sales										
	Rural POs wth women in leadership position										
	2.2.6 Households reporting improved physical access to markets, processing and storage facilities										
	Males										

Results Hierarchy	Indicators							Means of Verification			Assumptions					
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility						
	Females															
	Indigenous people															
	Non-Indigenous people															
	Young															
	Not Young															
	Women-headed households															
	Non-women-headed households															
	1.2.8 Women reporting minimum dietary diversity (MDDW)															
	Women (number)															
	Households (%)															
	Households (number)															
	Household members															
	Indigenous															
	Non-indigenous															
	Women-headed households															
	Non-women-headed households															
	<b>Output</b> 2.1 Developing smallholder farmers' capacity in production and post-production practices	Rural farmers trained in post-harvest handling techniques and marketing										attendance records, surveys	biannually, yearly	Lead Agency, IPs		
		rural farmers		125 000	250 000	48 100	48 100									19.2
Policy 2 Functioning multi-stakeholder platforms supported							RIMS	Annual	PMU							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Number		6	11		0	0				
	2.1.1 Rural enterprises accessing business development services										
	Rural enterprises					0					
	Size of enterprises					0					
	Indigenous people					0					
	Non-Indigenous people					0					
	Women in leadership position					0					
	2.1.2 Persons trained in income-generating activities or business management										
	Females					0					
	Males					0					
	Indigenous people					0					
	Non-Indigenous people					0					
	Young					0					
	Not Young					0					
	Persons trained in IGAs or BM (total)					0					
	2.1.4 Supported rural producers that are members of a rural producers' organization										
	Total number of persons					0					
	Males					0					
	Females					0					
	Indigenous people					0					
	Non-Indigenous people					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Young					0					
	Not Young					0					
	Women in leadership position					0					
	2.1.5 Roads constructed, rehabilitated or upgraded										
	Length of roads					0					
	Organizations					0					
	2.1.6 Market, processing or storage facilities constructed or rehabilitated										
	Total number of facilities					0					
	Market facilities constructed/rehabilitated					0					
	Processing facilities constructed/rehabilitated					0					
	Storage facilities constructed/rehabilitated					0					
<b>Output</b> 2.2 Provision of small infrastructure (by group or individual on cost-sharing basis)	2.1.6 Market, processing or storage facilities constructed or rehabilitated										
	Total number of facilities					0					
	Processing facilities constructed/rehabilitated		150	300		0	0				
	1.1.6 Financial service providers supported in delivering outreach strategies, financial products and services to rural areas										
	Service providers					0					
<b>Output</b> 2.3 Improved awareness of nutrition, hygiene and food safety	1.1.8 Households provided with targeted support to improve their nutrition							surveys, training records	biannually, yearly	Lead Agency, IPs	Training will raise awareness and lead to behavioural changes
	Total persons participating					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Males					0					
	Females		5 000	30 000		0	0				
	Households		5 000	30 000		0	0				
	Household members benefitted					0					
	Indigenous people					0					
	Non-Indigenous people					0					
	Young					0					
	Not Young					0					
	Women-headed households					0					
	Non-women-headed households					0					
<b>Outcome</b> 3. Improved availability of irrigation water and efficient usage	1.2.3 Households reporting reduced water shortage vis-à-vis production needs							baseline, mit-term and impact assessment	yearly	Lead Agency, IPs	Sufficient access to services is available, e.g. to technicians, facilities, etc.
	Households		50 000	100 000							
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Non-women-headed households										
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices										
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										
	Non-women-headed households										
	3.2.3 Households reporting a significant reduction in the time spent for collecting water or fuel										
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Non-women-headed households										
Output 3.1 Conservation and utilization of surface water through improved infrastructure development in sustainable manner	Surface water technologies for irrigation constructed							PMU records	biannually, yearly	Lead Agency, IPs	
	surface technologies for irrigation		2 100	4 290	830	830	19.3				
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks										
	Groups supported			789		0	0				
	Total size of groups			23 670		0	0				
	Males					0					
	Females					0					
	Young					0					
	Not Young					0					
	Indigenous people					0					
	Non-Indigenous people					0					
	Women in leadership position					0					
	3.1.2 Persons provided with climate information services										
	Females					0					
	Males					0					
	Young					0					
	Not Young					0					
	Indigenous people					0					
	Non-Indigenous people					0					



Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Persons provided with climate information services					0					
<b>Output</b> 3.2 Strengthening capacity of water interest groups	People in water user groups trained and participated in trainings, cross visits and demonstrations							training records	biannually, yearly	Lead Agency, IPs	All relevant stakeholders are consulted and actively participate
	Females										
	Males										
	Policy 1 Policy-relevant knowledge products completed										
	Number					0					
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks										
	Groups supported			789	210	210	26.6				
	Males					0					
	Females					0					
<b>Output</b> 3.3 Farm land under constructed/improved irrigation facilities	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated										
	Hectares of land		8 000	20 000		0	0				

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project**

### **Supervision Report**

### **Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category**

Mission Dates: 17 to 30 October 2020

Document Date: 28/12/2020

Project No. 2000001464

Report No. 5605-BD

Asia and the Pacific Division  
Programme Management Department



## Appendix 2: Financial: Actual financial performance by financier; by component and disbursements by category

**Table 2A: Financial performance by financier (as of 30/09/20)**

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan	64,498.20	9,077.18	14%
IFAD Grant	2,000.00	790.00	40%
IFAD Grant (AF)	915.00	0	0%
Government	28,646.60	6156.02	21%
<b>Total</b>	<b>96,059.20</b>	<b>16,023.20</b>	<b>17%</b>

**Table 2B: Financial performance by financier by component (USD '000) (As of 30/09/2020)**

Component	IFAD Loan			IFAD Grant			IFAD Grant (AF)			Government			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1. Enhanced production of high-value crops and technology adoption	10 505.6	2,099.41	20%	404.60	66.17	16%	915.00	0	0%	3459.5	922.33	27%	15,284.70	3,087.92	20%
2. Processing and marketing of high-value crops	20 443.0	3,133.18	15%	665.60	39.08	6%	-	-	-	6792.7	1,247.21	18%	27,901.30	4,419.46	16%
3. Climate-resilient surface water resource management	26 238.9	2,512.76	10%	161.50	47.43	29%	-	-	-	13850.9	3,475.66	25%	40,251.30	6,035.85	15%
4. Project Management	7 310.7	477.50	7%	768.30	208.49	27%	-	-	-	4543.6	510.82	11%	12,622.70	1,196.80	9%
Sub-Total Expenditures	<b>64 498.2</b>	<b>8,222.86</b>	<b>13%</b>	<b>2,000.00</b>	<b>361.17</b>	<b>18%</b>	<b>915.00</b>	<b>0</b>	<b>0%</b>	<b>28,646.70</b>	<b>6156.02</b>	<b>21%</b>	<b>96,059.20</b>	<b>14,740.05</b>	<b>15%</b>
Balance in DA and Project Bank Accounts		854.32			428.83									1,283.15	
<b>Total</b>	<b>64 498.2</b>	<b>9,077.18</b>	<b>14%</b>	<b>2,000.00</b>	<b>790.00</b>	<b>40%</b>	<b>915.00</b>	<b>0</b>	<b>0%</b>	<b>28,646.70</b>	<b>6156.02</b>	<b>21%</b>	<b>96,059.20</b>	<b>16,023.2</b>	<b>17%</b>

Table 2C: IFAD loan disbursements (USD, as at 30/09/2020)

IFAD Loan (USD, as at 30/09/2020)					
Category	Category description	Allocated (USD)	Amount Used (USD)	Available balance (USD)	Percent Used
	Authorised allocation		6,000,000	(6,000,000)	0.00%
I	Works	22,560,000	35,375.75	22,524,624.25	0.16%
V	Consultancies	1,500,000	390,000	1,110,000.00	26.00%
III	Goods, Services and inputs	9,600,000	182,320.33	9,417,679.67	1.90%
VI	Operating costs	5,240,000	252,380.88	4,987,619.12	4.82%
IV	Training	16,930,000	1,290,120.58	15,639,879.42	7.62%
II	Vehicles	2,320,000	926,977.57	1,393,022.43	39.96%
	Unallocated	6,350,000	0	6,350,000	0.00%
	<b>TOTAL</b>	<b>64,500,000</b>	<b>9,077,175.11</b>	<b>55,422,824.89</b>	<b>14.07%</b>

Table 2C: IFAD Grant disbursements (USD, as at 30/09/2020)

IFAD Grant (USD, as at 30/9/2020)					
Category	Category description	Allocated (USD)	Amount used (USD)	Available balance (USD)	Percent used
	Authorised allocation		400,000	(400,000)	0.00%
V	Consultancies	1,500,000	390,000	1,110,000	26.00%
III	Goods, services and inputs	400,000	0	400,000	0.00%
	Unallocated	100,000	0	100,000	0.00%
	<b>TOTAL</b>	<b>2,000,000</b>	<b>790,000</b>	<b>1,210,000</b>	<b>39.50%</b>

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

#### **Appendix 2: Physical progress measured against AWP&B**

Mission Dates: 17 to 30 October 2020  
Document Date: 28/12/2020  
Project No. 2000001464  
Report No. 5605-BD

Asia and the Pacific Division  
Programme Management Department



## Appendix 2: Physical progress measured against AWP&B

Component 1. Enhancing production and technology adoption						
		Unit	2018-2019		2019-2020	
			Planned	Achieved	Planned	Achieved
Ref.	Activity					
A	Smallholder Group Mobilization and Consultations & assessments on HVCs and available technologies					
1	Conduction of Participatory Rural Appraisal (PRA) for mobilization of smallholders into CIG and CMG groups mobilization (DAE).	Nos	375.0	0.0	2500.0	2000
2	Training of Trainers (ToT) for SAAOs on PRA and group mobilization	Nos	5.0	0.0	3.0	5
3	Market-led Research on identification, assessment and prioritization of HVC Value Chains (DAE).	LS	0.8	0.0	0.2	0.2
4	Consultation on Identification, prioritization and selection of proven technologies	No.	4.0	4.0	9.0	6
5	Developing and printing of the technology manuals for training, demonstration and field trial	LS				15
B.	Demand-driven and market led research					
1	Action research on appropriate technologies for HVCs	LS		16.0		18
2	Breeder seed production for pulses, oilseeds and other potential HVCs for BADC	LS (KG)		1500		4000
3	Farmers Field trial on stress tolerant varieties of fruits, vegetables, oilseed, cereal crops, etc.	Trial			120.0	130
4	Farmers Field Trial on appropriate scale mechanization (Zero-tillage seeder, PTOS, High Speed tiller, bed planter, Axial Flow Pump, Drip Irrigation, Dug Well Irrigation, furrow irrigation)	Machine		10.0	10.0	33
5	Linkage development between BARI and manufacturers of agri-machineries	Workshop	2.0	2.0	3.0	1
6	Research on agro-processing	LS				3
7	Multiplication of Germplasm of HVCs (Research and Extension)	LS		1200.0		6200
8	Action research on market driven HVCs	LS				1
9	Capacity building of BARI scientist ( overseas training/ exposure visit)	No.			1.0	0
C	Extension Service for Smallholder farmer on HVCs (8M) (DAE).					
1	Demo set-up with Smallholder Groups					
a	Fruits	Nos	140.0	340.0	750.0	654
b	Vegetable (block demo)	Nos	60.0	0.0	750.0	713



Component 1. Enhancing production and technology adoption						
		Unit	2018-2019		2019-2020	
			Planned	Achieved	Planned	Achieved
c	Other crops (block demo of pulses, oil crops, maize, etc.)	Nos	150.0	0.0	1000.0	1333
2	Field days					
a	Fruit	Nos	40.0	100.0	140.0	98
b	Vegetable	Nos	30.0	0.0	160.0	106
c	Others (pulses, oil crops, maize, etc.)	Nos	30.0	0.0	200.0	196
	Subtotal					
3	Market-led Farmers Field School	Batch			260.0	0
4	F2F exchange visit	Batch			60.0	0
5	On the job technical training to farmer on demand basis /b	Batch	300.0	120.0	1600.0	1810
6	Support to sustainable production practices					
a	Establish common facility center on cost sharing					
b	Farm Machinery for common facility center on cost sharing	LS				
c	Machinery and Other Equipment	LS				
7	Establishment of seed villages					
a	Establishment of seed villages (to produce foundation seeds)	No			12.0	0
b	Portable seed drying box for seed village (25 box/Village)	No.			180.0	0
D	Capacity Building of extension and research agencies (DAE).					
1	Exposure visit and training outside the country: extension practitioner (DAE) with farmers	Batch	1.0	1.0	1.0	0
E	Infrastructure for research and extension facility					
1	Renovation of DAE office and training facility	LS				
2	Renovation, repair and improve lab facilities of BARI research stations	Per year			1.0	0
F	Workshop and training					
1	Workshop on dissemination of PIM					
2	Training on benefit M & E tools and data collection techniques for field staff	Number	1.0	0.0	1.0	0
3	ToT on Market Led FFS for Master trainer	Number	1.0	0.0	1.0	0
G	Vehicle and Equipment					
1	Vehicle for DAE					
a	Jeep	Nos	1.0	1.0		0
b	Double cabin pickup	Nos	2.0	2.0		0
2	Vehicle for BARI					
a	Jeep	Nos			1.0	1

Component 1. Enhancing production and technology adoption						
		Unit	2018-2019		2019-2020	
			Planned	Achieved	Planned	Achieved
b	Double cabin pickup	0	0.0	0.0	0.0	1
3	Motorcycle for DAE /d	Nos	60.0	60.0		0
4	Motorcycle for BARI	Nos		0.0	10.0	10
5	Computer and printer for DAE					
a	Computer with Printer, Scanner and UPS for DAE	Nos	70.0	70.0	10.0	10
b	Laptop for DAE	Nos	60.0	60.0	0	0
6	Photocopy machine for DAE	Nos	15.0	15.0	0.0	0
7	Computer and printer for BARI at research station	Nos	6.0	6.0	3.0	3
8	Photocopy machine for BARI at research station	Nos			5.0	5
9	Furniture and fixing for DAE	LS	0.0	LS	0.0	
10	Multimedia Projector for DAE /e	Nos	43.0	43.0	0.0	0
11	Air Conditioner for DAE	Nos	7.0	7.0	0.0	0
12	Furniture and fixing for BARI	LS		25.0		
H	Technical Assistance					
1	Training needs assessment study		0.0			
2	International FFS Expert	mm	0.0	0.0	1.0	0.0
3	International PRA specialist	mm	0.0	0.0	1.0	0.0
4	National PRA specialist	mm	3.0	0.0	3.0	0.0
5	National FFS Expert	mm	4.0	0.0	3.0	9.0
6	Travel expenses /g	LS	0.0			LS
7	Project support Service	LS	0.0			LS
			0.0			
II						
A	Staff salary (Project Directorate)(DAE).					
1	Pay of officers	MM	15.0	14.0	48.0	48
2	Pay of Establishment staff	MM	8.0	7.0	48.0	11
3	Allowances	LS	0.0		48.0	48
4	Honorarium allowance (PSC, PIC, DCU etc)	LS	0.0		0.0	81
5	Internet bill	LS	0.0		0.0	15
6	Postage stamp	LS	0.0		0.0	1
7	Telephone, Mobile	LS	0.0		0.0	48
8	Advertising and Publicity	LS	0.0		0.0	25
9	Audio/Video Documentation	LS	0.0		0.0	0
10	Books and Periodicals	LS	0.0		0.0	LS
11	Printing & Publications	LS	0.0		0.0	1500
12	Office rent (Including electricity and other bills)	LS	0.0		0.0	16

Component 1. Enhancing production and technology adoption						
		Unit	2018-2019		2019-2020	
			Planned	Achieved	Planned	Achieved
13	Registration Fees (Motor Cycle & vehicles)	Number	63.0		0.0	63
14	Insurance /Bank Charges	LS	0.0		0.0	3
15	DSA & Traveling allowance	LS	0.0		0.0	48
16	DSA & Traveling allowance for BARI	LS		LS		LA
17	Gas & Fuel (Project office & District)	LS			0.0	4
18	Petrol & Lubricant (Project Office & Upazilla)	LS			0.0	60
19	Fuel cost for BARI	Month		3.0		
20	Fuel cost for motorcycle of BARI	Month	0.0			
21	Printing & Binding	LS	0.0		0.0	LS
22	Stationary, seal & stamp (Including Dist & Upazilla)	LS	0.0		0.0	LS
23	General supplies (Miscellaneous including Districts & Upazilla)	LS	0.0		0.0	LS
24	Consumable Stores	LS	0.0		0.0	LS
25	Customs Duty / VAT	LS	0.0		0.0	LS
26	Progress Monitoring		0.0		0.0	0
27	Mid-Term Evaluation/Final Evaluation		0.0		0.0	0

Component 2: Processing and Marketing of HVCs						
		Unit	2018-2019		2019 - 2020	
			Planned	Achieved	Planned	Achieved
A. Improving market linkage						
1. Buyer mapping and assessment						
a	Printing materials on buyer mapping and assessment handbook	Lump Sum				90000
b	District Workshop on Buyer Mapping and Assessment	No.	1	0	1	0
c	Upazilla workshop on buyer mapping and assessment	No.	1	0	1	0
d	Research	Lump Sum				0
	Subtotal		2	0		
2. Business management skills development						
a	Printing materials on business management skills handbook (Bangla)	Lump Sum				10000
b	ToT for DAM Officials and SAAOs on business management skills	No.	5	0	15	1
c	Farmer training on farming and business management skills	No.	148	0	1740	1924
d	District workshop on business management skill development	No.	2	0	2	3
e	Upazilla workshop on business management skill development	No.	2	0	2	1

Component 2: Processing and Marketing of HVCs			2018-2019		2019 - 2020	
		Unit	Planned	Achieved	Planned	Achieved
f	Research	Lump Sum				0
g	Exposure Visit	Batch	1	1	1	0
h	Higher Study (PhD)	Lump Sum			1	0
	3. Creation and operation of multi-stakeholder platform					
a	Quarterly meeting (food/snacks cost)	Meeting				0
	B. Post-harvest and processing investment					
	1. Farmer training on post-harvest and primary processing					
a	Printing materials on post-harvest, primary processing per HVC (Bangla)	Copy			7500	7500
b	ToT for DAM Officials and SAAOs on post-harvest and primary processing	No.	5	0	15	1
c	Farmer training on post-harvest and primary processing	No.	63	0	1660	1804
d	Exposure Visit	Batch			1	0
e	District workshop on postharvest and primary processing	No.	2	1	1	2
f	Upazilla workshop on postharvest and primary processing	No.	2	0	1	3
g	Research	Lump Sum				
	2. Promotion of agro-processing enterprise					
a	Matching grant	Enterprise			25	0
b	District/Division workshop on Matching Grant	No.			1	0
c	Upazilla workshop on Matching Grant	No.			1	0
	C. Development of food safety and nutrition measures along value chains					
	1. Food safety and nutrition training					
a	2-day center based training for farmer group leaders	Batch			20	0
b	1-day training for women farmer groups	Batch			100	0
c	1 day home level training for women	Batch			40	0
	2. Nutrition based value chains promotion					
a	ToT for SAAOs on community based safe food processing	Batch			5	0
b	2-day women based training in development of healthy horticulture based recipe	Batch			16	0
c	1/2 day women farmer demonstrations on safe food recipe preparation and competition	Batch			20	0

Component 2: Processing and Marketing of HVCs			2018-2019		2019 - 2020	
		Unit	Planned	Achieved	Planned	Achieved
D. Vehicle and Equipment						
a	1. Jeep for Component Director	No.	1	1		1
b	2. Double Cabin Pick-up for Deputy Component Director	No.	1	1		1
c	3. Motorcycle for Upazilla Marketing Facilitator	No.			30	30
d	3. Furniture	Lot				
e	4. Office Equipment (Photocopier)	No.	3	2		0
f	5. Multimedia Projector with screen and laptop	No.	3	3		0
g	6. Telecommunication Equipment	No.			4	4
h	7. Computer and Accessories	Set	7	7	13	13
i	8. Electric Equipment (AC, IPS, and Others)	No.	2	2	3	2
E. Technical Assistance						
	Training					
a1	Training on Buyer mapping methodology	No.	1		0	0
a2	Training on buyer requirement and marketing facilitation	No.	1		1	0
a3	ToT on postharvest primary processing, food safety and quality	No.	0		1	0
a4	ToT on rural investment module 2 and 3	No.	1		0	0
a5	ToT on rural investment module 2 and matching grant implementation	No.	1		0	0
a6	5 days centered based training for resource persons	No.	0		0	0
a7	ToT on Quality and Food Safety Management	No.	0		0	0
a8	ToT on community based safe food processing	No.	0		1	0
b	Postharvest and Primary processing specialist (international)	month	0		1	0
c	Quality management specialist (international)	month	0		1	0
d	Postharvest specialist (national)	month	0		3	3
e	Business analyst (national)	month	0		1	3
f	Good agricultural practice and food safety specialist (national)	month	0		2	0
A. Salary						
a	Officers' Salary	Lump Sum	2		2	2
B. Allowances						
a	Officers' Allowances	Lump Sum	2		2	2
C. Travel allowance						

Component 2: Processing and Marketing of HVCs			2018-2019		2019 - 2020	
		Unit	Planned	Achieved	Planned	Achieved
a	Travel allowance for officers and staffs	Lump Sum				
D. Operation and Maintenance						
a	Vehicle and Motorcycle O&M for officers and Upazilla Marketing Facilitator	per year				1
b	Progress Monitoring	No.				1
c	Local tax	per year				
d	Postal charge	Lump Sum				
e	Petrol, Oil, & Lubricant	Lump Sum				
f	Registration and road taxed for Car	per year				
g	Gas and Fuel	Lump Sum				
h	Insurance and Bank charge	per year				
i	Stationary	Lump Sum				
j	Advertisement and tendering	Lump Sum				
k	Furniture O&M	per year				1
l	Computer and office equipment O&M	per year				1
m	Office building Maintenance	per year				1
n	Telephone Bill	Lump Sum				
o	Internet/Fax/Telex	Lump Sum				
p	Computer consumables	Lump Sum				
q	Hiring charge of Upazilla marketing facilitators, drivers, and other staffs	person				24
r	Rent a Car	No.				1
s	Other expenses	Lump Sum				2
t	PIC, procurement, & other meeting purpose	Lump Sum				
E. Technical Assistance						
a	Travel	Lump Sum				
b	Project Servicing Expense	Lump Sum				

Component 3. Climate Resilient Surface Water Management						
Ref.	Activity	Unit	2018-2019		2019-2020	
I			Planned	Achieved	Planned	Achieved
A	A. Sustainable water management for Producer Group and Farmer Marketing Group					
1	Crop protection earthen dyke- avg 31500cum/kM (Leveling & Dressing-6% and Survey, drawing & degin-4%)	KM	0	0	16	4
2	Re-excavation of khal/canal including SOHRA with channels					
a1	Re-excavation of Small Width Khal/Chara- average 11417.6 cum/kM (Leveling & Dressing-6% and Survey, drawing & degin-4%)	KM	0	0	76	70
a2	Re-excavation of Medium Width Khal/Chara- average 13735.2 cum/kM (Leveling & Dressing-6% and Survey, drawing & degin-4%)	KM	0	0	50	46
b1	Procurement of diesel operated Low Lift pump with related Accessories	set	0	0	50	0
b2	Procurement of Electric Low Lift pump, Motor with related Accessories (1 & 2 Cusec)	set	0	0	75	0
b3	Construction of Electric Infrastructure (Transformer & Related Accessories for 1 & 2 Cusec).	No.	0	0	38	24
c1	Procurement of uPVC Pipe & Fittings to construction of Irrigation Channel	KM	62	65	60	95
c2	Installation of buried pipe line	KM	0	0	62	62
3	Community pond excavation with homestead solar irrigation pump sets	No of Pond	0	0	24	20
4	Extension of buried pipe line for existing BADC scheme					
4.1	Procurement of uPVC Pipe & Fittings to Extension of Buried Pipe Line for existing BADC scheme	KM	14	14	14	14
4.2	Installation of buried pipe line for existing BADC scheme	KM	0	0	14	8
5	Rain water harvester installation	No of Site	0	0	506	506
6	Construction of On Farm Water Management structure (Medium size- 3/4 vent Regulator )	No	0	0	2	0

Component 3. Climate Resilient Surface Water Management						
Ref.	Activity	Unit	2018-2019		2019-2020	
I			Planned	Achieved	Planned	Achieved
7	Construction of On Farm Water Management structure (Cattle Crossing/foot bridge/small- 1/2 vent Regulator etc)	No	0	0	39	30
8	Construction of On Farm Water Management structure (water pass/equalizer/pipe culvert, etc.)	No	0	0	25	30
9	Construction of dug well with solar driven pump	No	0	0	3	3
10	Procurement of hose pipe for irrigation scheme (1set equal to 100mm dia 100 m long pipe with related accessories)	set	0	0	100	100
11	Community Artesian well installation			0		
11.1	Procurement of Pipe & Necessary Fittings to installation of Artesian Well	No	50	50	50	50
11.2	Community Artesian well installation	No	0	0	25	25
12	Formation, training and development of Water User Groups(PPMG(W)s)			0		0
12.1	Formation and development of Smallholder into Water User (789 No.) and Seed village (30 No.) Groups	Group	0	0	239	208
12.2	Training of Water User Groups(PPMG(W)s)	Group	0	0	209	0
B	Institutional support					
1	Construction of boundary wall for South Central	M	300	300	300	300
2	Oversea training (5 batch, 8 person)	Batch	0	0	1	0
3	Seminar /workshop	per_year	0	0	1	0
4.1	Printing and publicity	per_year	0	0	LS	LS
4.2	Books and Periodicals	per_year	0	0	LS	LS
5	Vehicle and Equipment			0		
a	Vehicle (1 Jeep)	No	1	1	0	0
b	Motorcycle	No	23	23	0	0
c	Laptop/Computer, Scanner, printer, GPRS modem and accessories	No	20	20	20	0
d1	Furniture & fixture for 43 offices	LS	LS	LS	LS	LS
d2	Office Equipment (Air Conditioner)	No	3	3	2	2
e	Photocopier	No	9	9	8	8
f	Projector	No	4	4	2	2
g	Fax Machine	No	2	2	0	0
h	IPS /Generator	No	4	4	5	5
				0		
				0		
C	Technical Assistance					



Component 3. Climate Resilient Surface Water Management						
Ref.	Activity	Unit	2018-2019		2019-2020	
I			Planned	Achieved	Planned	Achieved
1	ToT for Upazilla BADC & DAE staff on water user group mobilization & facilitation	LS	0	0	1	0
1.1	Seed village training (in 3 batches of 25 villages)	LS	0	0	1	0
1.2	Training of lead farmers (3 days) on business plans and O&M for irrigation schemes	LS	0	0	1	0
2.1	International Consultant (Irrigation Economist)	mm	0	0	0	0
2.2	International Irrigation Specialist	mm	0	0	1	0
3.1	National Irrigation Specialist	mm	0	0	12	8
3.2	National Seed Village Expert	mm	0	0	1	0
4	Travel for TA staff	LS		0		
5	Project Support Service	LS		0		
II				0		
A	Staff salary			0		
9	Hired staff			0		
a	Computer Operator	MM	2	2	12	12
d	Driver	MM	2	2	12	12
9.1	Festival Allowance for hired staff	MM	1	1	2	0
0	Vehicle Hiring	LS	0	0	0	LS
	Subtotal hiring			0		
B	Travel allowance for engineers, technicians, and staff	per_year	0	0	LS	LS
D	Field Monitoring Allowance	per_year	0	0	LS	LS
E	O&M			0		LS
0	Overtime	per_year	0	-	LS	LS
0	Miscellaneous Taxes	per_year	0	-	LS	LS
0	Postal charge	per_year	0	-	LS	LS
0	Telephone /Mob Bill	per_year	0	-	LS	LS
0	Telex/Fax/Internet	per_year	0	-	LS	LS
0	Registration and road taxed for Vehicle	per_year	0	-	LS	LS
0	Electricity	per_year	0	-	LS	LS
0	Fuel, Lubricant & Gas	per_year	0	-	LS	LS
0	Issuance and Bank charge	per_year	0	-	LS	LS
0	Stationary	per_year	0	-	LS	LS
0	Advertisement	per_year	0	-	LS	LS
0	Freight and Transport Charges	per_year	0	-	LS	LS
0	Casual labor	per_year	0	-	LS	LS
0	Honorarium (TOC/TOR,TEC/TER, etc)	per_year	0	-	LS	LS
0	Mid Term Evaluation	No	0	0	0	0

Component 3. Climate Resilient Surface Water Management						
Ref.	Activity	Unit	2018-2019		2019-2020	
I			Planned	Achieved	Planned	Achieved
0	Progress Monitoring	No.	0	0	0	0
0	Computer Consumables	per_year	0	-	LS	LS
0	Other operating Cost	per_year	0	-	LS	LS
0	Vehicle O&M	per_year	0	-	LS	LS
0	Furniture O&M	per_year	0	-	LS	LS
0	office equipment O&M	per_year	0	-	LS	LS
0	Office building Renovation and Maintenance	per_year	0	-	LS	LS
0	irrigation O&M	per_year	0	-	LS	LS

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

#### **Appendix 3: Compliance with legal covenants: status of implementation**

Mission Dates: 17 to 30 October 2020  
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Project No. 2000001464  
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Asia and the Pacific Division  
Programme Management Department



## Appendix 3: Compliance with legal covenants: status of implementation

Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date
B.6	Opening of 2 Designated Accounts		Complied
	The Project Director can operate the accounts		Complied
B.7	Opening of 2 Project Accounts operated by PD		Complied
B.8	Borrower/Recipient to provide counterpart funding of USD 28.65 million		Complying
D	The IFAD Loan and IFAD Grant will be administered and supervised by the Fund.	On-Going	
E.1.b	Establishment of the Project office at central level and recruitment of key staffs		Complied
E.1.c	The Project Implementation Manual approved by the Fund.		Complied
E.2.a	Signed UTF agreement between Borrower and FAO		Complied
Schedule 2.2	Start-up Costs. Withdrawals from the loan in respect of expenditures for start-up costs under Categories III, IV and VI incurred shall not exceed and aggregate amount of USD 500,000 and shall be disbursed after the satisfaction of general conditions.	None	
4.08 Gen Cond	Use of proceeds for eligible expenditures	On-Going	On-going compliance
7.01 (a) Gen Cond	<p>The Borrower and each of the Project Parties shall carry out the Project:</p> <p>(i) with due diligence and efficiency;</p> <p>(ii) in conformity with appropriate administrative, engineering, financial, economic, operational, environmental and agricultural development practices including rural development practices) and good governance;</p> <p>(iii) in accordance with plans, design standards, specifications, procurement and work schedules and construction methods agreed by the Borrower/Recipient and the Fund;</p> <p>(iv) in accordance with the provisions of the relevant Agreement, the AWPBs, and the Procurement Plan;</p> <p>(v) in accordance with the policies, criteria and regulations relating to agricultural development financing laid down from time to time by the Governing Council and Executive Board of the Fund; and</p> <p>(vi) so as to ensure the sustainability of its achievements over time.</p>		
7.01 (b) Gen Cond	PMU to submit AWPB to IFAD for comments/clearance	May 2020	
7.03 Gen Cond	In addition to counterpart funds, the Borrower/Recipient shall make available to the project facilities, services and other resources as may be required to carry out the Project in accordance with Section 7.01.	On-Going	Complying
7.05 (a) Gen Cond	Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower/Recipient's procurement regulations, to the extent such are consistent with IFAD Procurement Guideline.	On-Going	Complied in line with Government Procurement rules and regulations

Section	Covenant	Target/Action Due Date	Compliance Status/Date
7.05(b) Gen Cond	<p>By notice to the Borrower/ Recipient, the Fund may require that all bidding documents and contracts for procurement of goods, works and services financed by the Financing include provisions requiring bidders, suppliers, contractors, subcontractors and consultants to:</p> <p>(i) allow full inspection by the Fund of all bid documentation and related records;</p> <p>(ii) maintain all documents and records related to the bid or contract for three years after completion of the bid or contract: and</p> <p>(iii) cooperate with agents or representatives of the Fund carrying out an audit or investigation</p>	On-Going	Complying
7.06 Gen Cond	All goods, services and buildings financed by the Financing shall be used exclusively for the purposes of the Project		Complying
7.07 Gen Cond	The Borrower/Recipient shall ensure that all facilities and civil works used in connection with the Project shall at all times be properly operated and maintained		Complying
7.08 Gen Cond	<p>(a) The Borrower/Recipient or the Lead Project Agency shall insure all goods and buildings used in the Project against such risks and in such amounts as shall be consistent with sound commercial practice.</p> <p>(b) The Borrower/Recipient or the Lead Project Agency shall insure the goods imported for the Project which are financed by the Financing against hazards incident to the acquisition, transportation and delivery thereof to the place of use or installation in accordance with sound commercial practice</p>		No insurance yet
7.11 Gen Cond	All key Project personnel shall have qualifications and experience specified in the Agreement or otherwise approved by the Fund. The Borrower/Recipient shall exercise best efforts to ensure continuity in key Project personnel throughout the Project Implementation Period. The Borrower/ Recipient or the Lead Project Agency shall insure key Project personnel against health and accident risks to the extent consistent with sound commercial practice or its customary practice in respect of its national civil service, whichever is appropriate		Staff recruited and appointed. No insurance yet.
8.02 Gen Cond	The Lead Project Agency shall:(a) establish and thereafter maintain an appropriate information management system in accordance with the Fund's operational guidelines and Results measurement framework		Complying

Section	Covenant	Target/Action Due Date	Compliance Status/Date
8.03 Gen Cond	<p>a) The Lead Project Agency, or other party so designated in the relevant Agreement, shall furnish to the Fund periodic progress reports on the Project, in such form and substance as the Fund shall reasonably request. At a minimum, such reports shall address</p> <p>(i) quantitative and qualitative progress made in implementing the Project and achieving its objectives,</p> <p>(ii) problems encountered during the reporting period,</p> <p>(iii) steps taken or proposed to be taken to remedy these problems, and</p> <p>(iv) the proposed program of activities and the progress expected during the following reporting period.</p>		Complying
8.03 Gen Cond	Undertake MTR		NA to Date
8.04 Gen Cond	Undertake PCR		NA to Date
8.05 Gen Cond	The Project Parties shall furnish to the Fund promptly upon their preparation, such plans, design standards, reports, contract documents, specifications and schedules relating to the Project, and any material modifications subsequently made therein.		
9.01 Gen Cond	The Project Parties shall maintain separate accounts and records in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Project until the Financing Closing Date, and shall retain such accounts and records for at least ten (10) years thereafter		Partially done
9.02 Gen Cond	The borrower shall deliver to the Fund detail financial statement of the operations, resources and expenditures related to the project for each fiscal year prepared in accordance with standards and procedures acceptable to the Funds and deliver such financial statements to the Fund within four (4) months of the end of each fiscal year.		Complied
9.03 (a) and (b) Gen Cond	The project accounts to be audited by independent auditor acceptable to the Fund and furnish a certified copy of the audit report to the Fund within six (6) month of the end of each fiscal year.	December 31	
9.03 (b) Gen Cond	The Borrower/Recipient shall submit to the Fund the reply to the management letter of auditors within one month of receipt thereof.		NA to Date

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

#### **Appendix 4: Technical background analysis**

Mission Dates: 17 to 30 October 2020  
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## Appendix 4: Technical background analysis

### Technical Note on Post Harvest and Processing Training

A clear distinction needs to be made between actions that are considered improved post harvest handling of fresh produce and the processing of primary product into different forms. The Training by the project should separate these out as there will be different target groups for each.

- **Post harvest** – simple techniques to reduce product degradation, not involving product transformation. E.g. grading, improved packaging, use of simple covers to reduce transpiration losses, modified atmosphere packaging as appropriate, better storage conditions up to and including cold storage,
- **Processing**, transformation of raw product through a process to increase value (shelling of maize) or extend shelf life (cooking, drying, pickling, etc). Can have implications for health and hygiene in the process.

#### Post harvest training

Training on improved post harvest handling, grading and packaging is directly relevant to producers if it is linked to a buyer who will pay a premium over and above the costs of implementation of the improved process. This is important there must be an economic advantage to the farmer to engage in the better practices. This type of training is best accomplished close to the farmer's field (even developed as an FFS module?), and should be very practical and hands on in nature. This can be more readily conveyed during regular meetings between the responsible DAE responsible official (supported by the relevant Project Market Facilitator (PMF)) and the Project Producer and Marketing Groups (PPMG) in what should be regular monthly meetings. To empower the DAE staff they and the PMFs should receive ToT on improved post-harvest practices so that they can apply relevant information to the needs of particular PPMGs.

Once specific value chain opportunities are identified where an increase in price is obtained to justify better packaging, grading etc selected lead farmers from several PPMGs could participate in a more detailed tailored training event targeted at the specific market opportunity available, they in turn impart the training concepts to their group members on their return with the assistance of the PMF (highlights the need to have a PMF in each Upazilla). Ideally this should be in partnership with a particular buyer or group of buyers who have specified what they need in terms of product requirements and what premium they are prepared to pay to achieve this standard. E.g. tomato harvested at colour break, graded into size and quality, packed in the shade into lined crates not exceeding 10 kg weight to avoid crushing losses and prepared for collection (or delivered by the PPMG) to their godown by 17:00hrs on the day of harvesting.

#### Processing training

In terms of processing, farm level product transformation and processing is more technically demanding and requires that any commercial products sold on the market comply with BSTI accreditation. There are three initial levels of engagement.

1. On farm processing of small surpluses for own consumption
2. Primary processing of product to stabilize for sale to an existing processor
3. Development of nascent entrepreneurs to set up local processing facilities

For simple techniques for home use then formal registration is not necessary and can be undertaken in simple demonstration and practice sessions for some products. While of utility at the household level to increase food availability, the economic benefits will be hard to capture. Would this be better sub contracted to an NGO and linked perhaps to a nutrition benefit? This could be done on a similar scale to the post harvest training facilitated by the DAE staff supported by the PMF, but it may place too much demand on scarce resources. The engagement of a suitable not for profit entity with experience in nutrition and basic food processing could take this on board, and arrange direct in field training events for groups of PPMGs to participate in practical hands on food preparation and processing. This should consist of a practical demonstration followed by groups with implements repeating the process so that they obtain direct experience of the techniques and requirements. Sitting in rows watching a lecturer and taking a hand out home is unlikely to bring about a significant change in behaviour.

To engage with existing processing businesses offers significant potential to increase demand for farm produce. The value chain analysis should undertake graphic analysis of weekly prices in each of the project Upazillas, the focus can be to identify periods of high price for fresh produce sales. However it is equally valid to identify periods of low price for production of products for processing. Price and volume on the market have an inverse relationship. High price periods indicate scarcity of supply which in turn indicates a season in which it is difficult to produce the crop and yields are low. Conversely low price periods indicate periods of abundant supply, also indication a season when it is easy to produce and yields are high (one of the reasons why assessing HVCs on the basis of tons per hectare is often misleading). However for making agreements with processing companies targeting production for the time of year when it is easiest to grow and when high yields are achievable makes sense for the farmer. The project can adopt an FFS approach, use of varieties and production practices where

the farmer can focus on maximising yield as prices from the processor should be stable. The project can facilitate this process by engaging with potential buyers to identify likely products from specific areas, perhaps even geographic concentration so the buyer can concentrate in a particular area. The buyer can have an input to the seed used, the variety selected the cultural conditions (e.g. minimal use of pesticides, etc). The buyer should also be engaged with the training of participating PPMGs in the quality parameters they seek and in identifying how these can be achieved. They can also train on the level of primary processing they would like the group to take on. E.g. simple grading by removal of damaged or bruised product, or drying to a stable moisture content, or shelling to remove unwanted material and reduce transportation costs, perhaps crushing and treating with sulphates to reduce product deterioration, expressing of oil etc. There are many intermediate stages and the buyer is best position to set the parameters and participate and contribute to the training programmes. This will require the active involvement of the District DAM staff and the PMFs to engage with potential buyers and facilitate the links with interested PPMGs and in collaboration with the relevant DAE staff set up and organise specific trainings for participating Processors and PPMGs

The third level is where the project aims to identify potential entrepreneurs from within the PPMGs that wish to take on board higher level processing of product to meet a market opportunity. They will need much more intensive training than can be imparted in a single training event if they are to be successful in development of proto processing businesses.

Considerable effort should go into identifying these individuals who can benefit not only from intensive training from an institution like BARI and their food technology laboratory, but also from financial support from the project as part of the cost share investments. The PMFs should identify potential entrepreneurs for more intensive training in food processing techniques in BARI food technology laboratory where they can get hands on instruction, assess the range of machinery available and also gain an understanding of BSTI regulations as well as the health and hygiene needs in food processing. This latter group should be the key target for cost share investment. It may be that a PPMG is at the stage of maturity to take this on, and as such a lead group member can be included in these training events.

### Training assessment

Participants in training should be given the opportunity to comment on the training received, its relevance and usefulness and state what they will apply in their day to day activities. This can be done at the end of the training event and gives a snapshot of the relevance and some indication of the quality of the training. However, further follow up after several months in a survey of a statistical sample of trainees to assess what they actually learned and applied and assess what difference it has made to their practices. This will be useful in assessing the economic benefits to training.

### Training methodology

Another aspect of training is the need for repetition in training. There is a deterioration in learning with time after training referred to as the curve of forgetfulness, i.e. one month after the training event half the material has been forgotten if not applied in day to day activities or reinforced by follow up events. For training to be effective it must meet a need of the beneficiaries (so they are engaged), it should be as practical as possible (what we hear we forget, what we see we remember, what we do we know) and participants should be given the opportunity to apply the learnings immediately on return to their farms. This is part of the reason for the success of FFS approaches to changing farming practices.

Training also needs to be pitched at the level of the audience. The project has training objectives at several levels, from direct training of beneficiaries in practical aspects up to building capacity of Government field staff, training of trainers, and on up to Subject Matter Specialists. This is part of the rationale of engaging FAO TA in the project to access current worldwide best practice in a range of disciplines that can be utilised to enhance the skills and capacities within the project.

A stylised training cascade is as follows

- International expert identifies and develops the training needs with relevant FAO TA staff and Subject matter specialists of Government. 3 to 5 individuals involved
- The international expert alongside relevant FAO TA staff and Subject matter specialists of Government undertakes participatory training of the agreed messages to senior project staff. The international expert departs after this stage. Up to ten individuals involved.
- The relevant FAO TA staff and Subject matter specialists of Government along with senior project staff undertakes participatory training of the agreed messages to District staff and PMFs. The FAO TA staff and Subject Matter Specialists depart after this stage. Up to 60 people involved.
- Senior Government staff along with District staff and PMFs undertakes participatory training of agreed messages to SSAOs and front line extension staff. Senior Government staff and District staff depart at this stage, **but PMFs continue imparting the training**. Up to 200 trainees involved.
- **PMFs** along with SSAOs and Front line extension staff undertakes participatory training on agreed messages to lead farmers from PPMGs. Up to 500 trainees involved.

- SSAOs and front line extension staff along with the trained lead farmers undertake participatory training on agreed messages with PPMG members. Up to 10,000 trainees involved.

At each stage there is a multiplication of trainees and a reinforcement of the training message by individuals first receiving training and then having to in turn impart the training to the next layer in a pyramidal or hierarchical structure. It can also be modified from the full blown structure presented here to a truncated version as needed by project realities.

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

#### **Appendix 5: Mission preparation and planning, TORs, schedules, people met**

Mission Dates: 17 to 30 October 2020  
Document Date: 28/12/2020  
Project No. 2000001464  
Report No. 5605-BD

Asia and the Pacific Division  
Programme Management Department



## Appendix 5: Mission preparation and planning, TORs, schedules, people met.

### 5-1 Mission programme

Day	Date	Activity
Saturday	17-Oct	Mission assembles
Sunday	18-Oct	Kick-off meeting with PMCT, including DAE, BARI, DAM, BADC and FAO TA team
Monday	19-Oct	Team and individual Zoom meetings with component implementing agencies, PMCT
Tuesday	20-Oct	Team and individual Zoom meetings with component implementing agencies continued,
Wednesday	21-Oct	Team and individual Zoom meetings with component implementing agencies continued,
Thursday	22-Oct	Team and individual Zoom meetings with component implementing agencies continued
Friday	23-Oct	Team internal consultations and individual meetings with implementing agencies, and drafting Aide Memoire
Saturday	24-Oct	Team internal consultations and individual meetings with implementing agencies, and drafting Aide Memoire
Sunday	25-Oct	Individual meeting arrangements
Monday	26-Oct	Meeting with FAO TA
Tuesday	27-Oct	Drafting aide-memoire
Wednesday	28-Oct	Pre wrap up meeting with PMCT
Thursday	02-Nov	Official wrap-up meeting with MOA
Saturday	07-Nov	Final SV mission report submission to IFAD

### 5-2 Mission terms of reference

#### TERMS OF REFERENCE OF THE 2020 SUPERVISION MISSION OF SMALLHOLDER AGRICULTURAL COMPETITIVENESS PROJECT (SACP)

**COUNTRY OF ASSIGNMENT/LOCATION:** Bangladesh, Remote supervision.

**MISSION NAME:** Smallholder Agricultural Competitiveness Project – Remote Supervision Mission.

**MISSION START AND END DATES:** 17 to 30 October 2020

**REPORT TO:** Ms Rasha Omar, Acting IFAD Country Director for Bangladesh and the Maldives.

#### MISSION COMPOSITION:

Mr. Peter Situ, team leader.

Mr. David Doolan, agricultural specialist.

Ms. Krajai Chowdhury, gender and targeting specialist.

Dr. Saiful Islam, M&E specialist.

Mr. Vedamurthy Kogalur, procurement specialist.

Ms. Minhaz Rashid, financial management specialist.

## **1. Background.**

SACP will support production enhancement, identify market opportunities for both fresh and processed products, value added post-harvest management, build competitiveness in HVCs to move households from subsistence farming into commercial farming through three technical components supported by a project management component. They are:

Component 1 -Enhanced production of HVC and technology adoption. The objective of Component 1 will be the identification and prioritisation of appropriate VCs for smallholder investment and associated key research gaps that need to be filled through on-farm research. The purpose of the component is to develop the capacities for linking farmers to markets. This component will support the testing, evaluation and adoption of new technologies and management practices by smallholder farmers to enhance their production of HVCs that have identified market opportunities.

Component 2 - Processing and marketing of HVC. This component will support small holders to access market in a more efficient manner through creating a conducive business environment for private sector to reach them. In parallel, promising rural agro-enterprises (individual farmer, farmer groups and/or rural entrepreneurs) will be assisted to add value to primary products and penetrate market through value-added products. Besides, village-level food processing will be promoted to encourage nutrition and food-safety along the value chains. Value addition will be through improved post-harvest practices, processing, storage, and transport of agricultural commodities.

Component 3 - Climate Resilient Surface Water Management. The activities under component 3 will support households interested in increasing their productivity and diversification to HVCs with water infrastructure that will provide supplemental or full season water access, through a range of investments in water storage and provision to cropland, with associated capacity development for households and groups to manage this water infrastructure. All activities in this Component will be closely associated and enhance initiatives of value addition under Component 1 and 2. Considering the experience and capacity of minor irrigation and drainage development, the Bangladesh Agriculture Development Corporation (BADC) is proposed to implement activities under component 3. The BADC has a well-organized irrigation division headed by Chief Engineer (GOB grade II official).

## **2. Objectives and outputs of the mission.**

The project entered into force in 2018 and this will be the second annual supervision mission for SACP. The project has completed its startup activities and currently is in its peak implementation stage. In the context of COVID-19, along with every sector of the country the project has also suffered significant impacts in terms of implementation progress. SACP has also received a grant of USD 915,000 under the Rural Poor Stimulus Facility (RPSF) established by IFAD. This grant will be utilized to distribute micro gardening kit among 26,000 beneficiaries as part of the emergency response plan against COVID-19.

The overall assignment of the mission will be the following:

- a) Assess the implementation progress of the project by comparing achievements with the qualitative and quantitative objectives laid down in the appraisal report and the Annual Work Programme and Budget (AWPB).
- b) For individual components, the mission will verify:
  - o **Component 1:** the progress on the (i) assessment of the market demand for HVCs, (ii) research demands for evaluation of new cropping systems, new crops and/or new varieties and improved post-harvest management storage options, (ii) strengthened research-extension and private sector service provision, and (iii) organized producers and marketing groups.



- **Component 2:** the progress on the (i) capacity building of DAMs (ii) development of a demand-driven extension approach within DAE and DAM and by engaging private sector, (iii) linkage with private sector buyers (v) development of opportunities for village-level food processing, and (vi) development of the capabilities of existing and potential rural enterprises' ability to manage sustainable rural agro-enterprises.
  - **Component 3:** the project's progress on activities that will support households interested in increasing their productivity and diversification to HVCs with water infrastructure.
- c) Review the project management progress of the project and the supervision of activities undertaken by the technical team.
  - d) Review the appropriateness of project implementation modalities (staffing, MIS, audit, financial management, monitoring and evaluation etc.) – provide recommendations for implementation.
  - e) Review the progress made under the RPSF grant and provide necessary direction to accelerate the implementation of the planned activities.

The two main outputs of the supervision mission will be (i) an aide memoire documenting the findings, conclusions and recommendations of the mission to be discussed with the Government during the virtual wrap-up meeting on 30 October 2020; and (ii) a supervision report, to be submitted to the Acting IFAD Country Director for Bangladesh and Maldives by 07 November 2020. Both documents should follow the latest IFAD format.

### **3. Individual responsibilities, expected outputs and required completion dates.**

#### **Mr. Peter Situ, Mission Leader.**

The Mission Leader will be responsible for the overall coordination of the mission and report to the Acting IFAD CD for Bangladesh and the Maldives. He will ensure that the mission takes due consideration of the strategic and cross-cutting themes during the mission. He will liaise with the implementing institutions to ensure that necessary views and information are fully shared during the project completion mission.

The Mission leader is responsible for the aide memoire and supervision report with its appendices and technical annexes in line with IFAD's most recent requirements. Overall consistency and linkages between main report, appendices and field technical reports is ensured by the team leader. He will co-present the aide memoire to the wrap up meeting held with the Government of Bangladesh at the end of the mission.

In addition, he will:

- a) Coordinate mission activities and synthesize its findings and recommendations. Interact with the Government of Bangladesh, relevant donors and development partners (FAO).
- b) Agree with each mission members on their work program and expected outputs.
- c) Assess the impacts of COVID-19 on the project implementation progress.
- d) Review the implementation progress of the activities undertaken under the RPSF grant.
- e) Review the implementation progress of activities under component 3.
- f) Review all steering committees and their functioning throughout project implementation.
- g) Assess the physical/financial performance as compared to to the AWPB targets.
- h) Identify, together with the mission members, key implementation issues and potential constraints facing the project.

- i) Assess the level of cross-component complementarity and synergy.
- j) Supported by the M&E specialist, assess the adequacy of the M&E and reporting system, including the monitoring of targeting performance, analysis of gender-disaggregated data, and the extent to which beneficiaries were involved in planning and monitoring of activities.
- k) Consolidate the contributions from the mission members and prepare the aide memoire and project completion report. The Mission leader will specifically prepare the sections on (i) mission objectives and key conclusions, (ii) effectiveness, (iii) quality of project management, and (iv) and ensure all areas of review and assessment are addressed. The team leader will ensure full consistency and linkages between main report (aide memoire), appendices and annexes where if applicable.

**Mr. David Doolan, Agricultural specialist.**

As agricultural specialist, Mr. Doolan will:

- a) Review and assess the progress and performance under component 1.
- b) Review and assess the progress and performance under component 2.
- c) Assess the inter-component leverage.
- d) Assure that the M&E indicators are tracked under component 1&2 and the project is able to generate relevant output and outcome related data.
- e) Review and assess the project's performance towards increasing agricultural productivity, adaptation to climate change, environment and natural resource management & the requirements of the SECAP procedures.
- f) Summarize lessons learned and knowledge generated.
- g) Provide concrete, well-articulated and manageable actions for project implementation.
- h) Contribute to the "effectiveness" sections of both the Aide Memoire and Supervision Report, in specific for components 1 and 2.
- i) Contribute to other relevant sections of the Aide Memoire and Supervision Report as agreed with the team leader including (i) agricultural productivity, (ii) adaptation to climate change, (iii) environment and natural resource management & (iv) the requirements of the SECAP procedures
- j) Develop a technical paper if deemed relevant by the team leader.
- k) Carry out any other tasks as agreed with the mission leader.

**Ms. Krajai Chowdhury, Gender and Targeting Specialist.**

As Gender and Targeting Specialist, Ms. Krajai Chowdhury will:

- a) Assess the effectiveness of targeting and gender sensitivity in the outreach, and their monitoring and evaluation approaches and formulate recommendations for future implementation.
- b) Review SACPs strategy and its application to reach the targeted beneficiaries and propose action plan if necessary.
- c) Assess the strategy and application to assure adequate beneficiary participation in initiatives developed by the project.
- d) Analyse the project's strategy and interventions relevant to the future impact on nutrition, human and social empowerment on the beneficiaries by the project.

- e) Review the work plan and strategy for gender aspects and make recommendations on how to ensure effective targeting.
- f) Summarize lessons learned and knowledge generated.
- g) Provide concrete, well-articulated and manageable actions for project implementation.
- h) Follow up with PMU on list of key persons involved in the remote mission.
- i) Prepare written contribution to the following sections of the aide memoire and supervision report (i) targeting and outreach, (ii) gender equality and women's participation, (iii) nutrition and (iv) human and social capital empowerment, and other possibly relevant sections as agreed with team leader.
- j) Develop a technical paper in line with writing tasks attributed by the team leader.
- k) Carry out any other relevant assignment requested by the mission leader.

**Dr Saiful Islam, M&E Specialist.**

As M&E specialist Mr. Islam will:

- a) Update the project's logical framework and share the draft with the team on date agreed with team leader;
- b) Update the appendix 2 of physical progress and share the draft with the team on date agreed with team leader;
- c) Review and assess the questionnaire for the baseline survey developed by the project. Provide additional inputs to fine-tune the survey;
- d) Assure that the M&E all output and outcome indicators are tracked by the project under all components. Assure that they are able to generate relevant output and outcome related data;
- e) Assess the adequacy of the M&E and reporting system, including the monitoring of targeting performance, analysis of gender-disaggregated data, and the extent to which beneficiaries were involved in planning and monitoring of activities;
- f) Assess whether the M&E system will be able to support the generation of appropriate knowledge products;
- g) Review the project's progress towards agricultural productivity, environment and natural resource management, adaptation to climate change & the requirements of the SECAP procedures;
- h) Contribute to other relevant sections of the Aide Memoire and Supervision Report as agreed with the team leader including (i) performance of M&E system, (ii) knowledge management (iii) agricultural productivity, (iv) environment and natural resource management & (v) the requirements of the SECAP procedures;
- i) Develop a technical paper in line with writing tasks attributed by the team leader; and
- j) Carry out any other tasks as agreed with the mission leader.

**Mr Vedamurthy Kogalur, procurement specialist.**

As procurement specialist, Mr. Kogalur will:

- a) Advise the project on the preparation of the project procurement plan in line with IFAD Procurement Guidelines and Handbook and the government's public procurement rules;
- b) Assess and make recommendations on the following:

- i. The thresholds, ceilings and preferences to be applied in the implementation of procurement under the project;
  - ii. The contract types and contractual arrangements for goods, works and consulting services required to implement the projects;
  - iii. The proposed methods of procurement; and
  - iv. The related IFAD review procedures and provide suggestions to improve the overall quality of the procurement processes;
- c) Review and advise the project on the procurement, contracting and implementation processes and timeliness and appropriateness of procurement actions, including timelines for IFAD no objection;
- d) Assess contract administration and management procedures;
- e) Assess the procurement capacity of all entities to be reviewed in terms of manpower, levels of training of procurement staff, effectiveness of training delivered, work environments and independence of procurement staff to carry out their statutory assignments;
- f) Determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether documentation are maintained as per required standards and can be relied upon;
- g) Identify weaknesses, make recommendations for improvements, and control mechanisms in the procurement procedures and processes;
- h) Assess further procurement staff training needs and ensure relevant training is planned and provided to project management and procurement staff in a timely manner;
- i) Contribute to the relevant sections in the Aide Mémoire and mission report;
- j) Submit an assignment report (as per IFAD format), and any other relevant ancillary documents; and
- a) Carry out any other relevant assignment requested by the mission leader and the IFAD country office.

**Ms Minhaz Shahid – Financial Management Specialist.**

As Financial Management Specialist, Ms Shahid will:

- a) Review financial execution of the current AWPB and obtain explanations for significant budget-to-actual variances, identifying actual or potential bottlenecks. Support to enhance the project's budget monitoring system; Update the financial progress by component and by financier in cumulative and annual incremental terms and provide the draft appendix 1 of financial progress to the team by date agreed with team leader;
- b) Review the functionality and efficiency of accounting and financial reporting systems (including Government reporting); support the installation and customization of the accounting software; support the timeliness of recording the transactions, budget posting and reconciliations and suitability of chart of accounts;
- c) Enhance the tracking of counterpart funds, beneficiary and co-financier contributions (as relevant), and identifying bottlenecks if any. Ensure that in kind contributions from government and beneficiaries, as applicable, are estimated and recorded by the project on-time;
- d) Provide a brief analysis on coherence between AWPB and its execution in financial term;
- e) Provide a summary of RFSF financial progress;
- f) Assess the project's treasury planning; confirm adequacy of DA authorised allocation with respect to projected expenditure requirements;

- g) Ensure the projects understand the requirements of preparation of Withdrawal Applications following the latest IFAD procedures;
- h) On a sample basis, review SOEs prepared to verify adequacy, completeness and validity of claims by performing a system walk-through. Document findings using IFAD's SOE review template, highlight any ineligible expenditures and any internal control weaknesses noted in the expenditure approval process. Comment on the organisation of financial records and adequacy of filing systems;
- i) Ascertain status of preparation and submission to IFAD of unaudited annual financial statements if relevant for the period; review draft as applicable. Validate the latest Interim Financial Report (IFR), if applicable;
- j) Describe the flow of funds per project; describe banking arrangements (central and sub-levels if applicable). Verify effectiveness and frequency of reconciliation procedures for the project's designated and other accounts. Review the project's current designated account reconciliation. Validate closing balances against bank statements and clarify the status of reconciling items (if any);
- k) Assess contract management; verify maintenance of contract register, contract monitoring forms, register of advances; highlight outstanding advances (ageing analysis); verify compliance with audit requirements foreseen in contracts and/or MOUs, as applicable;
- l) Support to strengthen the project's financial management procedures as regards travel, vehicles/fuel and IT. Verify accounting for assets, maintenance of fixed asset register and inventory procedures – check latest inventory report;
- m) Describe internal audit arrangements including reporting lines, methodology/procedures, audit work plan and status/follow up on past recommendations; review IA reports if available, describe findings;
- n) If applicable, review the latest external audit report and project's audit log, assess status of implementation of management letter recommendations and audit action plan. Verify status of preparation of upcoming audit and make recommendations as appropriate for extending the scope of audit to specific implementing entities, physical checks, performance audit, transaction list or other;
- o) Report on any breach of financial covenants in the legal agreement or General Conditions;
- p) Update appendix 3 of compliance with loan covenants
- q) Follow up on ineligible expenditures; and
- r) Provide contributions to the aide-memoire on areas related to financial management and fiduciary aspects by deadline agreed with team leader.

**Ms Sherina Tabassum**, IFAD's Country Programme Officer for Bangladesh, will liaise with the government, provide overall strategic guidance to the mission, assure that the project supervision receives wide ownership among the government and other relevant partners. Ms Tabassum will ensure compliance with IFAD policies and requirements. Along with the mission leader, she will participate in strategic discussions with the government stakeholders to strengthen agreement about the mission outcomes as needed. Ms Tabassum will represent IFAD in consultations and wrap-up meetings with key government representative and stakeholders. She will lead discussions with the government and national counterparts, as well as, facilitate any negotiations with these parties, initiate partnerships between Ministry of Agriculture and other organizations where appropriate, and articulate the different partnership arrangements as needed.

#### **4. Documentation**

The following documentation will be made available to consultants prior to the assignment:

- a) IFAD project design report.

- b) Financing agreement and LTB.
- c) Previous supervision and implementation support mission reports.
- d) AWPB and procurement plan.
- e) IFAD ORMS guidelines.
- f) Audit report/Audited Financial Statements
- g) Guidance for IFAD supervision mission
- h) Guidance note on undertaking financial management assessment during supervision.

## 5. Mission schedule:

The proposed schedule is as follows:

Day	Date	Activity
Saturday	17-Oct	Mission assembles
Sunday	18-Oct	Kick-off meeting with PMU, and meeting with relevant stakeholders
Monday	19-Oct	Team or individual meetings with relevant stakeholders
Tuesday	20-Oct	Team or individual meetings with relevant stakeholders
Wednesday	21-Oct	Team or individual meetings with relevant stakeholders
Thursday	22-Oct	Team or individual meetings with relevant stakeholders, team internal consultations and prepare the draft Aide Memoire
Friday	23-Oct	Team internal consultations and the draft Aide Memoire
Saturday	24-Oct	Draft Aide Memoire share with IFAD management and PMU
Sunday	25-Oct	PMU reviews the draft Aide Memoire
Monday	26-Oct	Pre wrap up meeting
Tuesday	27-Oct	Share the Aide Memoire with government
Wednesday	28-Oct	Government reviews the Aide Memoire
Thursday	29-Oct	Wrap-up meeting with MOA
Saturday	07-Nov	Final SV mission report submission to IFAD

## 5-3 People met

### Participants list of the Kickoff Date: 18/10/2020

Sl. #	Name & Address	E-mail Address & Mobile No.	Remarks
01.	Md. Ayub Ali Project Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	net.ayubali.ctg@gmail.com pdsacpdae@gmail.com 01711-188104	
02.	Dr. Muhammad Emdadul Haque Deputy Project Director	mehaque41@gmail.com 01715-691657	

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03.	Syed Abu Siam Zulquarnine Senior Monitoring Officer Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	siamaeo.dae@gmail.com 01714-237459	
04.	Md. Rezaur Rahman Component Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	engrrezaur@gmail.com cdsacpbadc@gmail.com 01717-489451	
05.	Md. Sharifur Rahman Deputy Component Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	srahmanbadc@gmail.com shohan1369@gmail.com 01707-806122	
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08.	Dr. Parimal Chandra Sarker Principal Scientific Officer DCD, BARI Part, SACP	sarkerparimalch@yahoo.com 01712-102012	
09.	Dr. Md. Hamidur Rahman Project Management Specialist SACP, Dhaka.	hamidur2152@gmail.com 01711-803695	
10.	Kanez Fatema Financial Management Specialist SACP, Dhaka.	kanezf33@gmail.com 01912-175327	
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14.	Imtiaz Ahmad Benefit Monitoring & Evaluation Specialist	Ahmad.Imtiazahmed@fao.org 01719-115617	
15.	Md. Sydur Rahman Irrigation & Water management Specialist	MdSydur.Rahman@fao.org 01711-230937	
16.	Md. Rafiqul Islam Faruki National Value Chain Specialist	Md.Faruki@fao.org 01715-048186	
17.	Homayara Yeasmin Monitoring & Evaluation Assistant	Homayara.Yeasmin@fao.org 01912-633317	
18.	Mr. Peter Situ Team Leader, SACP supervision mission	petersitu@outlook.com	
19.	Mr. David Doolan, agricultural specialist.	doolandw@outlook.com	
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21.	Dr. Saiful Islam, M&E specialist.	saiful_bau_econ@yahoo.com	
22.	Mr. Vedamurthy Kogalur, procurement specialist.	vedamurthy.kogalur@gmail.com	
23.	Ms. Minhaz Shahid, financial management specialist.	minhaz_shahid@live.com	

24	Ms. Sherina Tabassum, Country Programme Officer, IFAD Bangladesh	s.tabassum@ifad.org	
25	Ms. Rasha Omar, Acting Country Director, IFAD Bangladesh	r.omar@ifad.org	

**Participants list of wrap-up meeting (02/11/2020)**

Sl. #	Name & Address	E-mail Address & Mobile No.	Remarks
01.	Dr. Md. Abdur Rouf, Additional Secretary, PPC Wing, Ministry of Agriculture	rouf63@yahoo.com	
02.	Mohammad Yousuf Director General, Department of Agricultural Marketing (DAM)		
03.	Srinibash Debnath, Director, Planning, Project Implementation and ICT Wing, DAE	dppiictw@dae.gov.bd 01700715300	
04.	Md. Ayub Ali Project Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	net.ayubali.ctg@gmail.com pdsacpdae@gmail.com 01711-188104	
05.	Dr. Muhammad Emdadul Haque Deputy Project Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	mehaque41@gmail.com 01715-691657	
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08.	Md. Sharifur Rahman Deputy Component Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	srahmanbadc@gmail.com shohan1369@gmail.com 01707-806122	
09.	Dr. Md. Ashrafuzzaman Component Director Smallholder Agricultural Competitiveness project (SACP) Sech bhaban (5 <sup>th</sup> Floor), 22 Manik Mia Avenue, Sher-e Bangla Nagar, Dhaka-1207.	cdsacpdam@gmail.com 01719-133509	
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13.	Kanez Fatema Financial Management Specialist	kanezf33@gmail.com 01912-175327	



	SACP, Dhaka.		
14.	Dr. Tayan Raj Gurung Senior Technical Adviser, FAO	Tayan.Gurung@fao.org	
15.	Faiyaaz Mohammad Chowdhury Finance & Administration Specialist, FAO	Faiyaaz.Chowdhury@fao.org 01720-049851	
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18	Md. Sydur Rahman Irrigation & Water management Specialist	MdSydur.Rahman@fao.org 01711-230937	
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20	Homayara Yeasmin Monitoring & Evaluation Assistant	Homayora.Yeasmin@fao.org 01912-633317	
21.	Ms. Minhaz Shahid, financial management specialist.	minhaz_shahid@live.com	
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23	Mr. Vedamurthy Kogalur, procurement specialist.	vedamurthy.kogalur@gmail.com	
24	Ms. Krajai Chowdhury, gender and targeting specialist	krajai.chowdhury@gmail.com	
25	Mr. David Doolan, agricultural specialist.	doolandw@outlook.com	
26	Mr. Peter Situ Team Leader, SACP supervision mission	petersitu@outlook.com	
27	Mr. Nabil Rahman,	n.rahaman@ifad.org	
28	Ms. Rasha Omar, Acting Country Director, IFAD Bangladesh	r.omar@ifad.org	

## **Bangladesh**

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### **Smallholder Agricultural Competitiveness Project Supervision Report**

#### **Appendix 6: Procurement**

Mission Dates: 17 to 30 October 2020  
Document Date: 28/12/2020  
Project No. 2000001464  
Report No. 5605-BD

Asia and the Pacific Division  
Programme Management Department



Included in the main report.