

> Responding to shocks using market-based approaches: insights from RDC Bangladesh

24<sup>th</sup> May 2022



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## SHOCKS FACED

**COVID-19:** Reduced farmers access to inputs and markets; significant supply chain disruptions

**Cyclones Amphan and YAAS:** Changes to crop varieties, patterns, and production

**Regulatory Changes:** Changes to the way businesses operate and incentives for investing in farmer markets (i.e., access to finance)

### PIVOTS & ADAPTATIONS:

**COVID-19:** Network changes, pace of experimentation and specialization, and strengthening information flows

**Cyclones:** Pace of experimentation and specialization

**Regulatory Changes:** Pace of experimentation and specialization, network changes

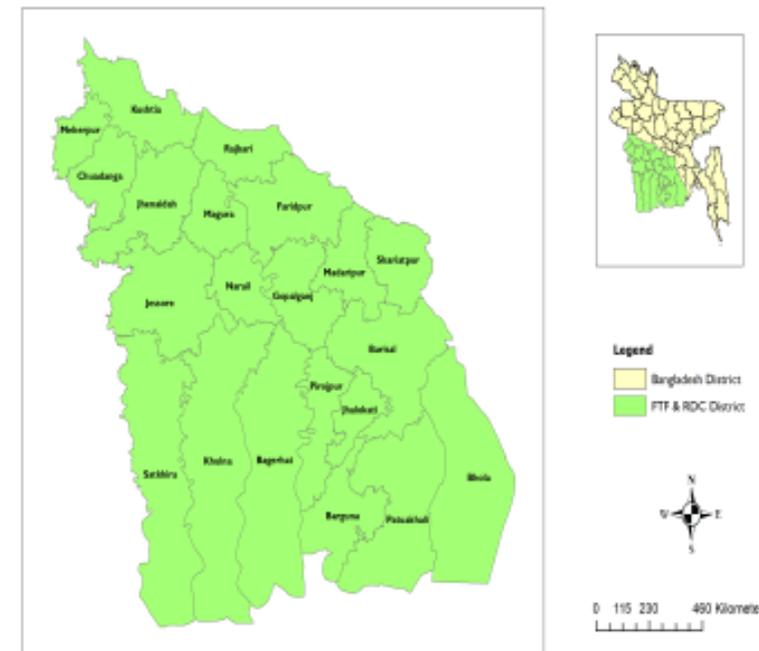
# ACTIVITY OVERVIEW

The Feed the Future Bangladesh Rice and Diversified Crops Activity was a five-year (2016-2021), \$24,480,000 activity funded under the USAID's Feed the Future Initiative.

## Goals:

- Increase rural incomes
- Improve food security, inclusiveness, and nutrition

**How?** By facilitating private sector partnerships, which create sustainable commercial opportunities for companies and farmers





*Our work with **43** companies provided high-quality inputs, services, markets, and access to finance for **1,074,000** farmers.*



# ECONOMIC IMPACT

- 29% increase in per farmer income over baseline



Private sector  
revenue

30,615,000 USD\*



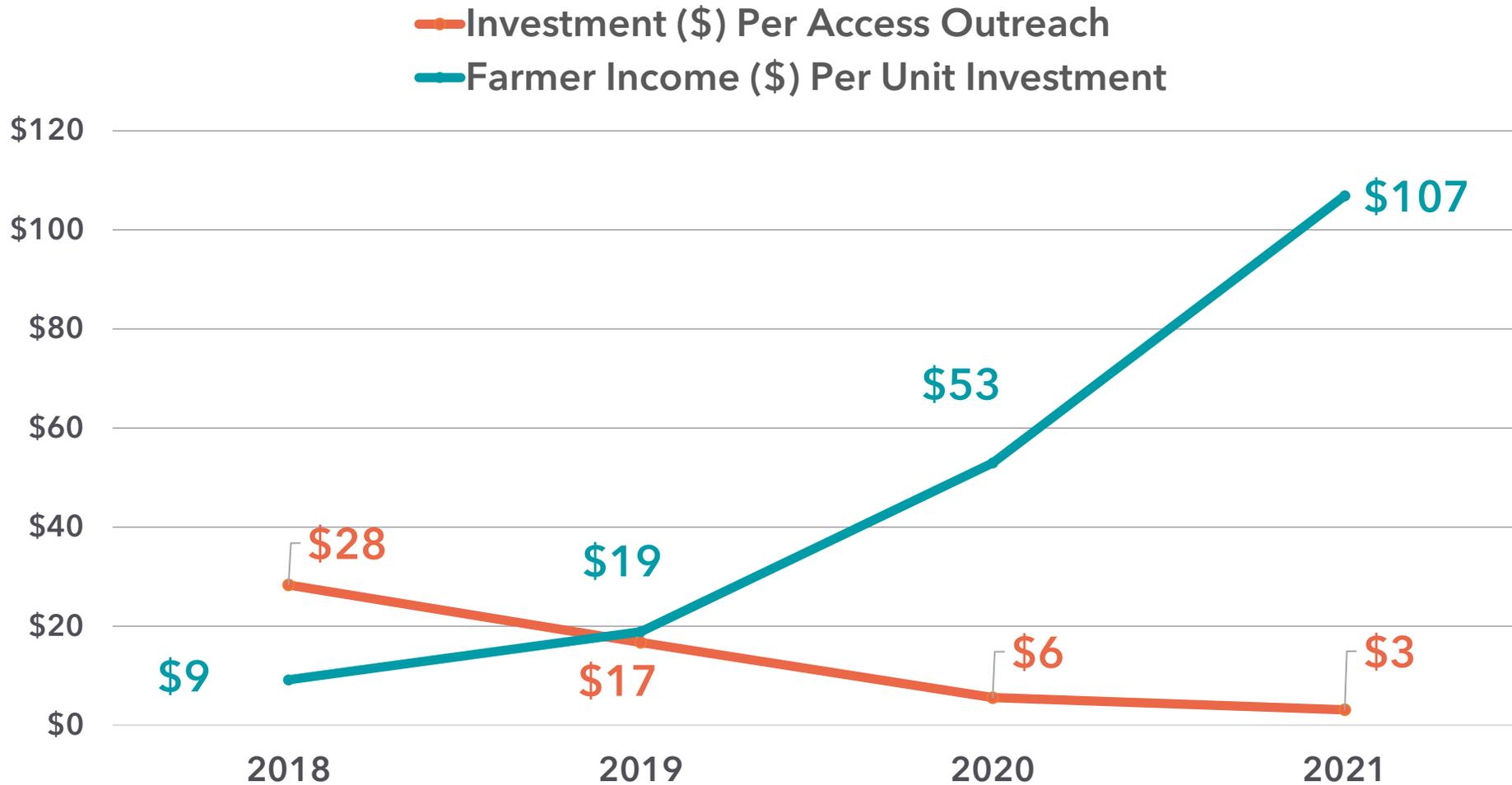
Farmer  
revenue

348,678,000 USD\*



*\*cumulative totals*

# VALUE FOR MONEY



# THREE SYSTEMIC OUTCOMES IDENTIFIED

1. **Network Changes:** Extended and deepened market actor engagement
2. **Pace of Experimentation/ Specialization:** Helped actors experiment with innovations and operational improvements and develop specialized services
3. **Information Flow:** Facilitated massive increase in flow of information between actors





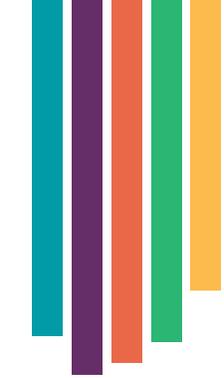
## OUTCOME #1: NETWORK CHANGES

The Activity supported actors to

- enter the FTF Zone for the first time and discover viable markets for their products and services and/or
- expand by adopting new business models and approaches to reach rural market segments.

### EXAMPLES FROM THE FIELD:

- Financial service providers investing in agent banking, micro-merchant, and other models to understand and serve rural clientele
- E-commerce platforms sourcing from the FTF Zone



## THEME #2: PACE OF EXPERIMENTATION/SPECIALIZATION

The Activity supported actors to

- help firms adopt methods tested by others and
- help other firms innovate using new techniques to expand into rural markets, develop new services, and discover new markets.

### EXAMPLES FROM THE FIELD:

- Mechanization service providers seeing surging market demand (Machine sellers tripled their sales.)
- Bundling of mechanization and financial service products





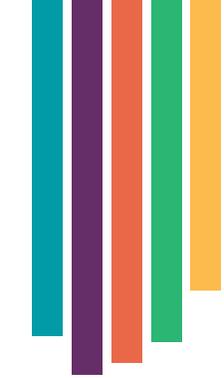
## THEME #3: INFORMATION FLOW

The Activity supported actors to

- boost the completeness, timeliness, and accuracy of information, especially when information piggybacks on commercial relationships.

### EXAMPLES FROM THE FIELD:

- Bayer CropScience using mobile crop clinics to engage with farmers, particularly women at their homesteads
- Focused, tailored promotional marketing tactics, such as local cable networks, miked vans, and social media for broader and more cost-effective reach



## OPERATIONAL RESPONSES

- Deepened partner communication
- Adjusted partner milestones to take cognizance of prevailing conditions
- Nimble and responsive approaches
- New funding windows to address specific shocks
- Rolling workplan allowed for flexibility

### EXAMPLES:

- Set up partners' WhatsApp groups to engage and monitor activities in a remote environment
- APS for COVID-19 and Amphan responses; tailored responses to unique impacts of shocks
- Performance-based milestones that can be adapted while still incentivizing the private sector



## RECOMMENDATIONS FOR PRACTITIONERS

- Consider “portfolio approaches” in terms of areas of focus and response mechanisms.
- Develop trust-based relationships to deepen engagement and accelerate adaptations.
- Consider conducting an outcome harvest before mid-project or end of project surveys to further explore depth and breadth of changes.

*“You guys have done an incredible job in translating ideas into reality, building trust and partnerships with key private sector firms, and introducing and testing innovative business models, and I strongly believe that these interventions will transform the way companies and agribusinesses do business in Bangladesh.”*

— Former Activity AOR

## ADDITIONAL RESOURCES

- [Outcome Harvest Assessment](#)
- [Agent Banks Advance Community Resilience during COVID-19](#)
- [Gender Impact Study](#)
- **Partner Assessment Tools:**
  - [Market Actor Gender Review Checklist](#)
  - [Tool for Assessing Motivation of Private Sector Partners to Work with Women as Suppliers, Employees, and Consumers](#)
- [Applying Social Network Analysis to Analyze Lead Firm Networks](#)



Questions?





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