

Only Official Use

Strengthening Farmers' Organizations For Asia (FO4A)

Plan of Operation (PoP)
October 2022 to December 2023

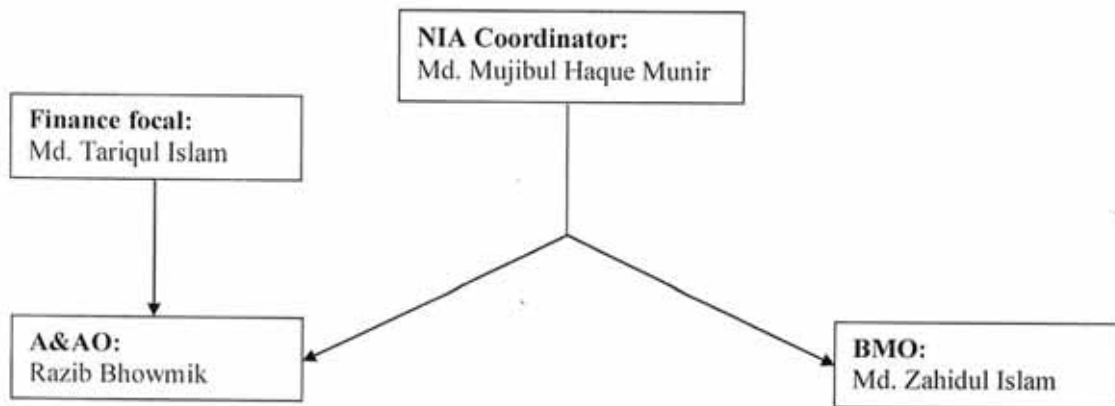
Project Implementation Unit
Principle Office, COAST Foundation
Website: www.coastbd.net



List of Content:

1. FO4A Organogram.....	
2. Brief of the project.....	
3. Detailed Activity Plan.....	
4. Annual Budget.....	
5. Activities and Targets.....	
6. Statutory Requirement.....	
7. Staff ToR.....	
8. Total Project Activities Budget.....	
9. Training & Meeting Schedule.....	

1. FO4A Organogram



Note:

Total Project Staff: 3

1. NIA- National Implementing Agency
2. A&AO-Accounts & Admin Officer
3. BMO-Business Monitoring Officer

Approved

Sanat Kumar Bhowmik
Deputy Executive Director
OAST Foundation

2. Brief of the Project:

- **Name** : Strengthening Farmers' Organizations For Asia (FO4A)
- **Budget** : BDT. 2,40,60,396
- **Duration** : 1 October 2022 to 31 December 2023
- **Funding Partner** : Asian Farmer's Association for Sustainable Rural Development (AFA)
- **Implementation Area** : Barguna, Cox's Bazar, Dinajpur, Kurigram, Mymensingh, Madariur, Moulvibazar, Rangpur and Thakurgaon

Objective

Under this current AWPB, COAST Foundation as a National Implementing Agency (NIA) is going to be implementing a new project named Strengthening Farmers' Organizations for Asia [FO4A] where IFAD is the implementing partner and AFA is serving as the regional implementing agency [RIA]. The project's primary stakeholders and beneficiaries are the Farmers' Organizations (FOs) and the smallholder and family farmer members. It aims to increase income and improve livelihood, food and nutrition security, and safety of smallholders and family farmers in the target areas.

This project is mainly focusing on four concerning issues/components. These are the "Delivery of economic services along priority value chains for profitable engagement; Enabling a conducive business environment; Institutional [FO] strengthening to increase the effectiveness in serving their own members, and Communication & visibility to build up awareness, & carrying out proper information dissemination among the stakeholders on the carried-out activities".

The NIA Bangladesh will be involved in developing the businesses of 14 FOs and engaging them in sustainable food production and market-oriented agribusiness. They will also support improving the capacity of the FOs to lobby and do advocacy on behalf of smallholder farmers.

In parallel with the new project, The APFP project will be kept continuing this year with the same target to contribute to an enabling environment for rural poverty reduction through technical assistance and managerial support to rural smallholders and their organizations. It is expected that the selected farmer organizations will be capacitated and set an example to provide sustainable demand-driven (business and technical) services to their members and engage in effective policy dialogue for ensuring the improved livelihoods and incomes of the smallholder farmer.

Detailed scope of work

Component 1: FO Services Development

Pathway for Engaging Farmer Organization in Bangladesh for Ensuring Sustainable Economic Development

In this phase, the NIA has designed all its project activities by putting component one at the center. Selected FOs who will be able to develop viable business plans following the terms & conditions of the IFAD financial [Business plan co-financing] guideline, will get the necessary financial support to become resilient and market-aligned and thus help to increase the income of the FOs members and a better contribution to the transformation of the local agricultural products value chain.

It needs to be mentioned here that under this proposed AWPB, we have in total of 7 business plans and the total budget is 1,68,947 US dollars. To make the selected FOs capable of receiving and managing this fund, several capacity-building initiatives have been taken. These are:

Firstly, [1.1.1 Refreshers training on Cooperative initiatives, Reporting, and Stakeholders Management] One refresher training will be organized on Cooperative initiatives, Reporting, and Stakeholders Management. The first step of the initiative will be to develop a comprehensive training program composed of a schedule of detailed activities with an overall objective, an individual session plan with expected learning points from each session, its methodology [PPT slides, Group work, and Learning sharing], and trainers.

Most importantly, in the training, an individual organizational action plan will be developed for each FO with specific responsibilities and deadlines. It is expected that each participant will be able to demonstrate because of participating in the training activities.

It is expected that to implement their business plan, they need to have a proper mingling of effective managerial mechanisms, reporting, and participatory approaches in any decision-making at their organizational level. Apart, for organizational sustainability and good governance, they need to develop and implement strategies to improve communication and effectively engage with their stakeholders.

Secondly, **[1.1.2 BMO Salary]** The Business Monitoring Officer (BDO) will support the targeted FOs in developing business plans including budget analysis & cash returning flow, organizational due diligence, overall monitoring, and implementing the received plans. BMO will also ensure that the BPs are implemented as planned and will prepare a monitoring report for submission to RIA.

Thirdly, **[Activity area 1.1.3 FO Directory Update]** The FO directory is being updated every year to include the new targeted FOs with voluntary support from the project staff.

Fourthly, **[1.2.1 Seven business plans formulated with 20% co-sharing by FO]** The NIA has planned to implement 7 business plans, which are already received from the targeted FOs following the instructions of AFA. But before financing, in each FO, the NIA will conduct comprehensive organizational due diligence to identify the strengths, weaknesses, areas of improvement, and threats. Alongside that, the NIA will provide a detailed corrective measurement with specific deadlines and work closely with them by providing technical support until and unless the FO meets the necessary improvement for financing.

Furthermore, the NIA will also analyze each BP following the fundamental conditions given in the IFAD financial [Business plan co-financing] guideline. Point to be noted here is that the FOs who will be selected will have to finance at least 20% as their own contribution.

Additionally, agricultural product finalization is one of the major tasks of this whole process. So, to finalize the proposed product, the NIA will conduct an inclusive feasibility study for each FO, assessing the capacity to run the agri-business, FO's business experience, and the communication level with related stakeholders.

In the end, the NIA will use its own mechanism of internal audit to validate the organizational due diligence procedures and give recommendations for implementation with AFA's approval to the senior management.

Fifthly, **[1.2.2 E-commerce site development for Agri. Products Launching]** The NIA will sign an agreement with a prominent e-commerce site [an organization selling products online or creating linkages among producers and consumers]. The site will share necessary information about all the agricultural products of FOs on their official/web page. The main objective will be to create broader marketing of FOs products. Selected FOs will have access to and necessary contact details to sell their agricultural products to a wider customer.

This initiative aims to increase the accessibility of healthy, nutritious, and sustainable food to consumers in Bangladesh. The expected outputs from this particular activity are as follows:

- Sustainable production of healthy and nutritious agricultural products through financial support to the FOs.
- Creating linkages, promoting comprehensive business relations, and supporting sustainable entrepreneurship.

Sixthly, **[1.2.3 Learning Sharing Exchange Visit]** Three learning sharing visits are also kept under the project activity plan to tacit knowledge embedded in practice. FOs who are waiting to implement any business plan will visit those FOs who successfully implemented their BPs. The objective is to encourage the other FOs under the FO4A project to learn about the implementation approaches and develop their own BPs following the model.

It needs to be mentioned here that to monitor the whole process including Documentation and Knowledge Management, an M&E action plan will be developed for better inclusion of the members, documenting best practices, and effective knowledge management of the FOs.

Component 2: Policy Engagement

To strengthen the capacity of the FOs, so that they can raise their voice at the policy level and hold them accountable to the FOs members for their roles and responsibilities, the NIA will undertake the below-mentioned activities.

2.1.1. Divisional level workshop for access to finance

The NIA will organize two divisional-level workshops to identify opportunities, challenges, and ways out for easier access to finance. The selected FOs who will work with the project will lead and arrange these workshops. The event agenda will mainly focus on identifying opportunities, challenges, and ways out for easier access to finance. The FOs who have already implemented their BPs will share their personal experience with others. Apart, discussions will be held on different funding opportunities and other fund-raising options, effective market linkage/Market players who will buy the products, etc.

It is expected that the FOs will increase their capacity to get more funding opportunities, suitable business environments and the development of sustainable, adaptive economic initiatives and farmer-led enterprises.

Activity area 2.2.1 National level workshop on the findings from "Access to Market" meetings at the FO level

The NIA will arrange one national-level policy advocacy workshop concentrating on local policy-level findings. The major output will be 'Policy Influence'. This activity will identify the major challenges and way forward focusing on the "Access to Market" from the FO level.

The NIA Bangladesh will prepare a compilation report based on the major challenges and way forward found from the FO-level meetings. After that, a national-level workshop will be organized in presence of relevant stakeholders and decision-makers for policy-level contribution.

Activity area 2.2.2 FO level meeting on identifying the challenges of "Access to Market" (15 FOs)

The FOs will conduct 15 meetings on identifying the challenges of "Access to Market" in their community area. The major objective will be to review the current scenario of marketing by smallholder farmers. All the FOs will share an event report based on their findings. The NIA will compile and finalize the key challenges and recommendations for the next move.

Activity area 2.2.3 National level workshop on local level policy issues findings [Access to Finance]

The NIA will arrange one national-level policy advocacy workshop concentrating on local policy-level findings. It needs to be mentioned here that one draft narrative focusing on the policy issue has already been developed [consisting of the findings of the challenges and recommendations].

Component 3: Institutional Strengthening and Programme Management

During the project period, the NIA will arrange two coordination meetings (One inception meeting and a yearly review/reflection meeting) in presence of all the selected FOs. The inception event will be focused on the activity budget, yearly target, expected results, etc. The yearly review meeting will be mainly on the reflection of the year-round achievements due to the project implementation. Furthermore, for organizational strengthening, the NIA will continue its regular assistance and ensure their participation in different initiatives which will be focusing on cooperative governance, financial management, etc.

Most importantly, the BMO from NIA Bangladesh will be responsible for closely working with all the targeted FOs for their respective business plan development by following the IFAD financial guidance. A technical consultant will be hired to help the BMO in this regard.

Apart, NIA Bangladesh will conduct organizational due diligence procedures and an independent audit before implementing any of the targeted business plans.

Component 4 - KM, Communication, and Visibility

Five KM Collaterals/ Materials/Video Documentaries will be developed based on the proposed agricultural products by the FOs. These videos will cover the immediate effects and upcoming impacts brought by this BP implementation.

Aside from that, the NIA will also ensure the visibility of the program through developing stickers, posters, banners, placards, etc., and will arrange awareness programs among the stakeholders on the accomplished activities and their results, support the FOs in project implementation, and carry out proper information dissemination.

Key thematic issue areas to be pursued under APFP and FO4A

Topic	Description of Initiative/Activities
Relevance to IFAD target groups	<ul style="list-style-type: none"> IFAD focuses on poor rural people who have the potential to take advantage of improved opportunities for agricultural production and rural income-generating activities. It needs to be mentioned here that like the previous year, NIA Bangladesh has several business plans in the pipeline to provide more access and opportunities to these rural farmers.
Gender focus	<ul style="list-style-type: none"> For all the BPs which are implemented and are developing to be implemented in the future, clear instruction has been provided to give high priority to balancing the male and female ratio. It is also followed during the due diligence procedures. FOs are setting a priority to include gender-specific interventions in their proposed business plans following our guidelines and suggestions.
Environment and climate focus	<ul style="list-style-type: none"> One BP which was implemented last year was mainly based on organic and environmentally friendly agricultural products. Apart from that during the development of the other BPs, it is suggested to focus on this particular concern. More importantly, most of the FOs have different training and awareness programs on climate change, disaster preparedness, environment-friendly cultivation, etc.
Nutrition focus	<ul style="list-style-type: none"> While implementing the BP, it has been suggested to sell their agricultural produces after completing their family's nutrition demand.
Youth focus	<ul style="list-style-type: none"> We added 10,694 youth (both male and female) members which are 20% of the total number of newly selected FOs in 2022. We also encouraged the FO leaders to involve the youth members/farmers in the decision-making process [10%]. Developed a guideline last year for the inclusion of women-friendly policy at the FO level where we mentioned the percentage of youth members [30%] in the organizing committees. For all the BPs which are implemented, clear guidance has been given to give the highest priority to involving youth. FOs are suggested to give priority to including gender-specific interventions in their proposed business plans. Apart, the FOs who are working on this project are providing employment opportunities to the women and youth where possible which leads them to be more socially & economically benefited.
Securing land rights & productive resources (coastal, forestry, water, seeds, etc.)	<ul style="list-style-type: none"> This project has several capacity strengthening and linkage workshops for the farmers at the regional and national levels to facilitate and support relevant services, including, marketing, youth entrepreneurship development, access to finance from other financial sources, etc. for sufficient food production and raising their demands. Most importantly, the project has planned to implement a specific business plan focusing on high-yielding rice seeds production, fermentation, storage, and marketing.
Innovation	<ul style="list-style-type: none"> The NIA is using its internal audit mechanism for each FO to ensure better transparency and accountability during fund disbursement procedures regarding BP implementation ahead of the IFAD due diligence procedures. The audit process is being performed by the dedicated section. Their main responsibility is to validate the due diligence report, assess the organizational capacity to the run business successfully, and other core issues related to the funding. The NIA believes that it will be helpful for the FO to develop as

	sustainable and business oriented.
Knowledge management and communication	<ul style="list-style-type: none"> • 1. Arrange skill development training on BP development, sharing best practices, and procedures & tools for an effective and sustainable FO. • Selected FO-wise analysis on the updated lessons from the FO strategic planning exercise. • Develop a baseline study reporting format for each of the members of the FO to compare their current and expected income following the logframe. • Give feedback and suggestions, if needed. • Continuous verbal communication. • Continuous technical assistance and monitoring for the desired improvement in the identified areas of the FOs. • Develop video documentary to replicate the learnings in developing other FOs' planned BP. • Learning sharing with AFA periodically.
Scaling up and sustainability	<ul style="list-style-type: none"> • The role of NIA Bangladesh is to set an effective mechanism not only to ensure the eventual economic development of the farmers in the rural areas but also to create an example for scaling up a successful and sustainable expansion of farmer organizations who are working under this project. • Providing continuous technical assistance and monitoring for effective BP implementation as per the financial projection and production target. • Working on effective Market linkage creation and strategy development for getting better access and fair prices for the farmers. • Improving and guidance to the FOs for accessing the different service providers for better problems solution. • Establishment and continuation of agricultural support, sales & advisory center as an example of better opportunities to improve nutritional and economic status.

Expected results

- At least 1,40,000 individuals/farmers [directly and indirectly] received economic services that have been promoted or supported by the project at the end of the year 2023
- At least 10% of new farmers are included in each selected FO
- At least 675 individuals/farmers' incomes are increased by 30%
- 2250 farmers will directly receive financial support for cultivating their targeted agricultural products
- About 11250 HH members of the above-mentioned farmers are enjoying a nutritious meal and other fundamental benefits of the income
- One seminar is organized to inform the policymakers and implementers about the findings on "Access to Finance" for small-scale farmers
- One workshop is conducted to validate the major findings on "Access to Market" for national-level advocacy
- Agreement is signed with a prominent e-commerce platform in Bangladesh and the selected FOs who are involved in agri-businesses have the access to and necessary contact details to sell their agricultural products to a wider customer
- Bangladesh Farmers Forum [BFF] platform transformed into a national umbrella organization. Its members can do effective networking with other like-minded organizations/forums
- Different opportunities, challenges, and ways out for easier access to finance will be identified and shared at the national level for policy advocacy
- By joining the learning-sharing visits, FO leaders will know how to develop a feasible BP following the terms & conditions of IFAD and will replicate the learnings in developing their own BP
- Five KM Collaterals/ Materials/Video Documentaries are developed based on the proposed agricultural products by the FOs.

Deliverables

The project aims to achieve the below milestones within the year 2023 in Bangladesh.

- Financial support to 7 BPs out of 14 FOs for sustainable economic development
- One batch of refresher training on cooperative initiatives, reporting, and stakeholders' management
- One Joint e-commerce site development for Agri. products launching
- Three learning-sharing exchange visits
- Two divisional-level workshops identify opportunities, challenges, and ways out for easier access to finance
- Fifteen FO-level meetings on identifying the challenges of "Access to Market"
- One National level workshop on the findings from access to market meetings at the FO level
- One National level workshop on local-level policy issues findings [Access to Finance]
- Five Production of KM Collaterals/ Materials and Documentation of best practices
- Documentation of innovation and best practices.

Component 1 - FO services development

- One batch of refresher training on cooperative initiatives, reporting, and stakeholders' management
- Business Monitoring Officer (BMO) salary, who will support FOs in developing business plans including budget analysis & cash returning flow, overall monitoring, and implementing the received plans
- Seven business plans have been formulated where 20% will be financed by the selected FOs
- One Joint e-commerce site development for Agri. products launching
- Three learning-sharing exchange visits
- One FO Directory Update [no cost activity].

Component 2: Policy engagement

- Two divisional-level workshops identify opportunities, challenges, and ways out for easier access to finance
- Fifteen FO-level meetings on identifying the challenges of "Access to Market"
- One National level workshop on the findings from access to market meetings at the FO level
- One National level workshop on local-level policy issues findings [Access to Finance].

Component 3 - Programme Management, M&E, and KM

- Coordination Meetings [One Inception meeting and yearly review/Reflection meeting]
- KM knowledge mgt. and communication [No-cost Activity]
- Audit fee
- Salary
- Travel Allowance
- Admin logistic support.

Component 4 - KM, Communication, and Visibility

- Five Production of KM Collaterals/ Materials and Documentation of best practices
- Documentation of innovation and best practices.

**COAST Foundation
Detailed Activity Plan**[illegible]

COAST Foundation Annual Budget

Asia Pacific Farmers' Programme (APFP)/Farmers for Asia (FO4A)
Budget Summary for the year October 2022 to December 2023
Name of country: Bangladesh

Component / Category of Expenditures		BUDGET			PERCENTAGE	
		Total Budget	APFP	FO4A	% APFP	% FO4A
C1	Component 1 - FO services development	190,014.50	898.73	189,116	8%	84%
1.1		15,957.88	-	15,957.88	0%	7%
1.2		174,056.62	898.73	173,157.89	8%	77%
1.3		-	-	-	0%	0%
	Unallocated Amount	-	-	-	0%	0%
C2	Component 2 - Policy engagement	6,926.67	3,185	3,741	29%	2%
2.1		1,421.05	1,421.05	-	13%	0%
2.2		5,505.62	1,764.19	3,741.43	16%	2%
2.3		-	-	-	0%	0%
	Unallocated Amount	-	-	-	-	-
C3 APFP	Component 3 - Programme Management, M & E and KM	37,082.57	5,976.49	31,106	54%	14%
3.1	3.1 Regional/sub-regional/national coordination & events or FO statutory meetings - national, sub-regional, and regional level	842.11	-	842.11	0.0%	0.4%
3.2	3.2 M&E, KM, communications	-	-	-	0%	0%
3.3	3.3 Financial management, audit	1,619.11	777.00	842.11	7%	0.4%
3.4	3.4 Salaries or Staffing costs	23,821.00	3,632.00	20,189.00	33%	9%
3.5	3.5 Travel Allowances	4,420.95	304.33	4,116.62	3%	2%
3.6	3.6 Admin logistic support or equipment & office rental support	6,379.41	1,263	5,116	11%	2%
	Unallocated Amount	-	-	-	-	-
C4 FO4A	Component 4 - KM, Communication and Visibility	3,136.84	1,031.58	2,105.26	9%	1%
4.1	4.1 Production of KM collaterals/materials	3,136.84	1,031.58	2,105.26	9%	1%
4.2	4.1 Documentation of Best Practices	-	-	-	-	0%
	Unallocated Amount	3,136.84	-	-	-	-
	Total for Component 1-4	-	11,092	226,069	100%	100%
	Total Budget Allocation	237,160.42	11,092	226,069	-	-
Parity Check (should be zero):		-	-	-	CHECK:	

Note:

1. Work from the bottom first by identifying the source of fund and the total for each source.
2. Write down the TOTAL on the last row on the appropriate COLUMN (see pink cells). Expenses. An error message will appear if the entered value exceeds the totals for the Component. In this
4. For each component, make sure that the total on the blue cell below is equal on the green cells
5. If you will change any value in the pink cells delete all entries in the yellow cells in this worksheet.
6. Parity check should be zero to ensure that there is no unallocated amount.

Activities and Targets

Asia Pacific Farmers' Programme (APFP)/Farmers for Asia (FO4A)

Budget Summary for the year October 2022 to December 2023

Name of country: Bangladesh

Key Outputs per Component / Category of Expenditures <small>For components 1 and 2, please choose from the dropdown. If the choice is OTHERS, kindly insert a comment and put there the key or desired output</small>	Targets (number)	Activity Area <small>(menu of activities that can deliver the expected result)</small>	Timeline <small>(Indicate [X] what quarter the activities will be done)</small>					BUDGET			PERCENTAGE	
			Q 1	Q 2	Q 3	Q 4	Q 5	Total Budget	APFP	FO4A	% APFP	% FO4A
C1	Component 1 - FO services development							190,014.50	898.73	189,115.77	8.1%	83.7%
1.1	1.1 FO Business Services Development							15,957.88	-	15,957.88	0.0%	7.1%
	Training and workshop conducted	1		x				3,168.42		3,168.42	0.0%	1.4%
		15 months		x	x	x	x	12,789.45		12,789.45	0.0%	5.7%
	If needed, insert above this row.							-			0.0%	0.0%
	Unallocated amount							-	-	-		
1.2	1.2 Development and Implementation of Business Plans							174,056.62	898.73	173,157.89	8.1%	76.6%
	business plan formulated	7	x	x	x	x		168,947.00		168,947.00	0.0%	74.7%
	market access facilitated	1	x					2,105.83		2,105.83	0.0%	0.9%
		3	x	x		x		3,003.80	898.73	2,105.07	8.1%	0.9%
	If needed, insert above this row.										0.0%	0.0%
	Unallocated amount							-	-	-		
1.3	1.3 Access to other financial resources							-	-	-	0.0%	0.0%
	If needed, insert above this row.							-			0.0%	0%
	Unallocated amount							-	-	-		
C2	Component 2 - Policy engagement							6,926.67	3,185.24	3,741.43	29%	2%
2.1	2.1 Support to regional & sub-regional capacities							1,421.05	1,421.05	-	12.8%	0.0%
	policy engagement skills training conducted	2	x					1,421.05	1,421.05		12.8%	0.0%
	If needed, insert above this row.							-			0.0%	0.0%
	Unallocated amount							-	-	-		
2.2	2.2 Policy engagement & representation at multi-levels							5,505.62	1,764.19	3,741.43	15.9%	1.7%
	FO represented at the national body	1					x	2,052.63		2,052.63	0.0%	0.9%
	FO represented at the local body	15			x	x		1,688.80		1,688.80	0.0%	0.7%
	FO represented at the national body	1	x					1,764.19	1,764.19			
								-			0.0%	0.0%
	If needed, insert above this row.							-			0.0%	0.0%
	Unallocated amount							-	-	-		
2.3	2.3 Policy & Knowledge Development Fund							-	-	-	0.0%	0.0%

	If needed, insert above this row.								-				0.0%	0.0%
	Unallocated amount								-	-	-			
C3	Component 3 - Programme Management, M & E or Institutional Strengthening								37,082.57	5,976.49	31,106.08	33%	14%	
3.1	3.1 Regional/sub-regional/national coordination & events or FO statutory meetings - national, sub-regional, regional level	2			X			X	842.11		842.11	0.0%	7.6%	
3.2	3.2 M&E, KM, communications	15 months	No cost activity		X	X	X	X	X	-			0.0%	0.0%
3.3	3.3 Financial management, audit	2			X				X	1,619.11	777.00	842.11	7.0%	7.6%
3.4	3.4 Salaries or Staffing costs	15 months			X	X	X	X	X	23,821.46	3,632.00	20,189.46	32.7%	182.0%
3.5	3.5 Travel Allowances	15 months			X	X	X	X	X	4,421.05	304.43	4,116.62	2.7%	37.1%
3.6	3.6 Admin logistic support or equipment & office rental support	15 months			X	X	X	X	X	6,378.84	1,263.05	5,115.79	11.4%	46.1%
	If needed, insert above this row.								-				0.0%	0.0%
	Unallocated amount								-	-	-			
C4	Component 4 - KM, Communication and Visibility								3,136.84	1,031.58	2,105.26	9%	1%	
	Production of KM collaterals/materials	5			X		X	X	X	3,136.84	1,031.58	2,105.26	0.5%	0.9%
	Documentation of Best Practices		No cost activity							-			0.0%	0.0%
	If needed, insert above this row.								-					
	Unallocated amount								-	-	-			
	Total for Component 1-4								237,160.57	11,092.03	226,068.54	78.6%	100.6%	
	Parity Check (should be zero):								-	-	-			

Statutory Requirements and Reporting Schedule of FO4A Project

1. Project title:	Strengthening Farmers Organizations For Asia (FO4A)			
2. Donor name and address:	Asian Farmer's Association for Sustainable Rural Development (AFA)			
3. Project duration:	1 October 2022 to 31 December 2023			
4. Total budget:	2,37,160 USD; BDT. 2,40,60,396			
5. FD-6 reference and date;	Already submitted			
6. MoU reference and date:	Already submitted			
7. Donor focal person and contact:	Lany Rebagy, Email: afalany@asianfarmers.org			
8. COAST focal person; and contact:	Mujibul Haque Munir, E: munir.coastbd@gmail.com , House 13, Road 2, Shyamoli, Dhaka			
9. BMO and contact:	Md. Zahidul Islam, Email: zahid@coastbd.net , House 13, Road 2, Shyamoli, Dhaka			
10. Donor Finance Focal contact;	Maruja Ventura (AFA) E: afamaru@asianfarmers.org			
11. Project Finance Officer and contact:	Razib Bhowmik, Email: razib@coastbd.net , House 13, Road 2, Shyamoli, Dhaka zila			
12. Project Area:	Barguna, Cox's Bazar, Dinajpur, Kurigram, Mymensingh, Madariur, Moulvibazar, Rangpur and Thakurgaon			
13. Types and the number of target people:	Total direct beneficiaries will be 50,000 Farmers.			
14. Project Bank Account details:	COAST APFP Project, A/C No SND-102			
15. Statutory documents preserved:	FD 6/FD 7, Donor MoU, Project Proposal, Approved Budget, COAST Policies, and Reports	Yes	No	
16. FD 6/ FD 7 Compliance:	Reporting dates	Prepared by	Reviewed By	Submitted by
	FD 4:	Sr. Coordinator-F&A	Finance Focal	Project Focal
	DC office clearance report: Dec-22, Dec-23	A&AO	BMO	NIA coordinator
17. Periodic program report to donor:	Narrative, Semestrial: By 31 July 2023 and January 2024	BMO	NIA coordinator	NIA coordinator
	Case study:	BMO	NIA coordinator	NIA coordinator
18. Periodic finance report to donor:	Budget Variance: By 7 th of every month	SC-F&A	Finance Focal	NIA coordinator
	R/P, Balance sheet: By 7 th of every month	SC-F&A	Finance Focal	NIA coordinator
19. Monitoring and Evaluation report for COAST:	Monitoring: Monthly/Quarterly	BMO	BMO	NIA coordinator
	MTR: July 2023	By donor	By donor	By donor
20. Midterm review:	Not Applicable	Not Applicable	Not Applicable	Not Applicable
21. Final review and documentation of institutional learning:	Not Applicable	Not Applicable	Not Applicable	Not Applicable
22. Fund requisition to the donor:	1 st installment: This fund requisition will be provided after signing the agreement	SC-F&A	NIA Coordinator & Finance Focal	NIA coordinator
23. Final donor reports: Program and finance	20 January 2024	SC-F&A BMO	NIA Coordinator & Finance Focal	NIA Coordinator

24. Key conditionality as per donor MoU (Major points additional to COAST policies; finance and HR): (Use separate sheet for details)

- a. **Financial Records:** Organizations shall maintain complete and accurate separate accounting for the grant.
- b. **Records:** Retain this record at least 5 [four] years after receipt and acceptance of the final report.
- c. **Financial Reporting:** The NIA is required to prepare and submit to the RIA monthly, Quarterly reporting financial reports (irrespective of the rate of implementation) using the formats provided in Annex 1. The monthly financial reports shall include (i) the Statement of Expenditure; (ii) the corresponding Transactions List detailing expenditures by category; (iii) scanned copies of the supporting documents justifying each expenditure; (iv) the monthly advance reconciliation; and (v) the bank reconciliation and bank statement for the NIA Designated Account.
- d. **Budget line item:** The NIA is required to keep each budget line item within the specified activity (ies). Transfers of funds from one budget line to another are permitted within the same component up to a maximum of 10% of the original budget allocated to that budget line. Any reallocation of budget lines from one component to another, or within the same component but exceeding 10% of the original budget allocated to that budget line, would be subject to prior no-objection of the RIA.
- e. **Communications:** All notices, requests, reports, documents and other information and communications relating to this Agreement and the Project, including the reports required by Articles II and III of this Agreement, shall be in writing in the English language.
- f. **Audit:** The NIA's accounts in respect of the Project are required to be audited by an independent audit firm, In addition, as part of the RIA annual external audit, the RIA auditors shall carry out a review of the NIA audit report in respect of the Project. The RIA may also request audits by an independent auditor at any time deemed necessary, in addition to any inspections agreed with IFAD.

g. LIST OF REQUIRED SUPPORTING DOCUMENTS

The table below provides the list of minimums required for supporting documents to be prepared, maintained, and made available by the NIA to the RIA upon request. Please note that the list is not exhaustive. The RIA, IFAD and its authorized agent may request other documents and information as needed:

Type of expenditures	Required supporting documents
Salaries and related allowances	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary • Evidence of link to the project such as employment contract with job descriptions explicitly and clearly showing the link to the project • Pay slip reconciled to the amount charged to the project • If the costs are charged into several sources of fund, evidence of cost allocation based on actual use of staff time such as time sheet/time record • Evidence of competitive recruitment process including but not limited to job vacancy announcement, applicant resumes, short list records, interview records, and decision memo • If the amount charged includes benefits or pension costs, explanation for calculation is required • Copy of relevant policies and procedures for the employee remuneration, benefits, or pension costs • Please note that accrual (such as severance, allowances, or other benefits) is not considered as actual eligible costs

		unless this has been actually paid to the staff
	Consultancies	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary • Evidence of link to the project such as consultancy contract with Terms of Reference explicitly and clearly showing the link to the project • Invoice or third-party receipt dully signed • If the costs are charged into several sources of fund, evidence of cost allocation based on actual use of consultant's time such as time sheet/time record will be required • Evidence that services have been rendered and found satisfactory such as deliverable etc. • Evidence of competitive procurement process for consultancy services including but not limited to purchase request, invitation or call for proposal, application from candidates, comparative analysis and decision memo • Copy of the applicable procurement policies and procedures for consultancy services • If the contract includes travel related costs, evidence that the travel took place such as tickets, boarding pass, hotel receipts, stamped passport, etc. will be required
	Sub-Grants	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary
	Type of expenditures	Required supporting documents
		<ul style="list-style-type: none"> • Evidence of link to the project such as sub-grant agreement with Terms of Reference explicitly and clearly showing the link to the project • Payment request dully signed by Sub-grantee • Financial report supported by detail transaction lists (in excel format) • Deliverable as stipulated in the sub-grant agreement • Please note that this list of required supporting documents is also applicable to the Sub-grantees
	Equipment and Materials, Goods, services, and inputs	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary • Evidence of link to the project such as assets assignment • For vehicles, evidence that the vehicles are exclusively used for the project such as vehicle logbook or mission orders • Invoice or third-party receipt dully signed • Evidence that goods/services have been received such as Goods Receipt Note • Evidence that goods/services have been distributed to the intended final beneficiaries such as Goods Receipt Note • Evidence of competitive procurement process including but not limited to purchase request, request for quotation or invitation to bid, quotations from suppliers, comparative analysis and

		<ul style="list-style-type: none"> • decision memo • Copy of procurement manual applicable to the project
	Training and Workshops	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary/event organizer/hotels/travel agents etc. • Evidence of link to the project such as Terms of Reference including the agenda explicitly and clearly showing the link to the project • List of participants dully signed • Copies of invitation letters sent to participants • Training/Workshop report with pictures • Invoice or third-party receipt • Evidence of competitive procurement process including but not limited to purchase request, request for quotation or invitation to bid, quotations from suppliers, comparative analysis, and decision memo • Copy of procurement manual applicable to the project
	Travel and related allowances	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary • Evidence of link to the project such as Travel Authorization memo showing the purpose of the travel or other relevant documents • Invoice or third-party receipt • Evidence that travel took place including travel itinerary or flight ticket, boarding pass, hotel receipts, etc. • Evidence of travel deliverables such as travel report • Evidence of competitive procurement process including but not limited to purchase request, request for quotation or invitation to bid, quotations from suppliers, comparative analysis and decision memo • Copy of procurement manual applicable to the project

	Type of expenditures	Required supporting documents
	Operating Costs	<ul style="list-style-type: none"> • Evidence that the transaction is recorded in the Recipient's book of accounts such as Journal Voucher • Payment evidence such as copy of Bank Statement or copy of check or transfer/payment order to the final payee/beneficiary • Evidence of link to the project • Invoice or third-party receipt • Evidence of competitive procurement process for travel including inter alia: purchase request, request for quotation or invitation to bid, quotations from suppliers, comparative analysis, and decision memo • Copy of procurement manual applicable to the project • Please note that these are only for expenditures related to recurrent costs under the project, office rent (if it is an existing office space of the recipient, normally this cost should not be charged to the project) and utilities for the project office, maintenance costs, audit costs specific to the project.

Subject: Terms of Reference (ToR)

Program: Strengthening Farmers Organizations for Asia (FO4A)

Position Title: NIA Coordinator

Position Objectives:

This position is basically responsible for maintaining the overall program management and its discipline support to the team for the smooth implementation of project activities in compliance with the organizational procedures and practices which will contribute to both the organization and the donor objectives.

Specific Responsibilities:

SL	Task	Standard of Accepted Performance (SOAP)
01	Program Implementation	<ul style="list-style-type: none">• Development and execution of the work plan. This will include the development and revision of work plans and budgets at the end of each phase of the project• Ensuring the desired quality in all the program activities and will be responsible for the implementation of all the program components of the project• Provide technical leadership and oversight to ensure the intervention implementation is implemented successfully. This may include periodic supportive supervision and visits• Design, organize and supervise the awareness-based activities and training• Maintain a good relationship with the donor, relevant GOs, and other stakeholders
02	Resources Management & Training Support	<ul style="list-style-type: none">• Manage team and enrich them to deliver high-quality results including coping with the latest changes in sectors• Facilitate the process to assess training needs and develop relevant materials to organize and facilitate training and workshops on various project-based issues• Provide close and supportive supervision and guidance to the field team
03	Monitoring, Reporting, and Follow-up	<ul style="list-style-type: none">• Design and implement effective monitoring, learning, and evaluation of the project• Develop quality documentation on processes, achievements, learning, and challenges during the project implementation• Prepare a monthly desktop newsletter and distribute it to the respective stakeholders• Ensure accurate and timely reporting of activities according to time frames
04	Daily Transaction follow up	<ul style="list-style-type: none">• Develop a budget and perform process monitoring and financial reporting with support from the finance team member• Monitor financial resources & accounting to ensure the accuracy and reliability of it. Approve project bills/vouchers following COAST Finance Policy and donor compliance
05	Other administrative responsibilities	<ul style="list-style-type: none">• Deal with staff salary and benefits, and appraisal procedures on time• Follow up and maintain office management procedures
06	Other Assignment	<ul style="list-style-type: none">• S/He will work on other assignments those are given from management in view of organizational interest

Planning:

S/he will prepare advance planning of the daily, weekly, and monthly plan and submit it to his/her 1st supervisor for the next month by the 28th of each month.

Reporting:

S/he will be reportable to the NIA Coordinator of APFP while his/her 2nd supervisor will be Director-FC&CA

Appraisal and Review:

Each year this ToR will be reviewed after conducting the appraisal process.

Thanks and Sincerely

Sanat K. Bhowmik
Deputy Executive Director
COAST Foundation

Copy to: Executive Director
D-HRM/ EFC&DC
Personal file

Subject: Terms of Reference (ToR)

Program: Strengthening Farmers Organizations for Asia (FO4A)

Position Title: NIA Coordinator

Position Objectives:

This position is basically responsible for maintaining the overall program management and its discipline support to the team for the smooth implementation of project activities in compliance with the organizational procedures and practices which will contribute to both the organization and the donor objectives.

Specific Responsibilities:

SL	Task	Standard of Accepted Performance (SOAP)
01	Program Implementation	<ul style="list-style-type: none">• Development and execution of the work plan. This will include the development and revision of work plans and budgets at the end of each phase of the project• Ensuring the desired quality in all the program activities and will be responsible for the implementation of all the program components of the project• Provide technical leadership and oversight to ensure the intervention implementation is implemented successfully. This may include periodic supportive supervision and visits• Design, organize and supervise the awareness-based activities and training• Maintain a good relationship with the donor, relevant GOs, and other stakeholders
02	Resources Management & Training Support	<ul style="list-style-type: none">• Manage team and enrich them to deliver high-quality results• Facilitate the process to assess training needs and develop relevant materials to organize and facilitate training and workshops on various project-based issues• Provide close and supportive supervision and guidance to the field team
03	Monitoring, Reporting, and Follow-up	<ul style="list-style-type: none">• Design and implement effective monitoring, learning, and evaluation of the project• Guide quality documentation on processes, achievements, learning, and challenges during the project implementation• Prepare a monthly desktop newsletter and distribute it to the respective stakeholders• Ensure accurate and timely reporting of activities according to time frames
04	Daily Transaction follow up	<ul style="list-style-type: none">• Develop a budget and perform process monitoring and financial reporting with support from the finance team member• Monitor financial resources & accounting to ensure the accuracy and reliability of it. Approve project bills/vouchers following COAST Finance Policy and donor compliance
05	Other administrative responsibilities	<ul style="list-style-type: none">• Deal with staff salary and benefits, and appraisal procedures on time• Follow up and maintain office management procedures
06	Other Assignment	<ul style="list-style-type: none">• S/He will work on other assignments those are given from organizational management

Planning:

S/he will prepare advance planning of the daily, weekly, and monthly plan and submit it to his/her 1st supervisor for the next month by the 28th of each month.

Reporting:

S/he will be reportable to the NIA Coordinator of APFP while his/her 2nd supervisor will be Director-FC&CA

Appraisal and Review:

Each year this ToR will be reviewed after conducting the appraisal process.

Thanks and Sincerely



21 SEP 2023

Sanat Kumar Bhowmik
Deputy Executive Director
COAST Foundation

Sanat Kumar Bhowmik
Deputy Executive Director
COAST Foundation

Copy to: Executive Director
D-HRM/ EFC&DC
Personnel file



Subject: Terms of Reference (ToR)

Program: Strengthening Farmers Organizations for Asia (FO4A)

Position Title: Business Monitoring Officer

Position Objectives:

This position is basically responsible for developing selected FOs' business plans for different agri-products, their successful implementation, and monitoring.

Specific Responsibilities:

SL	Task	Standard of Accepted Performance (SOAP)
01	Cooperative Business Development	<ul style="list-style-type: none">Formulation of the FO development strategy focusing on the IFAD guidelineUpdate and assist in developing necessary policies, procedures, and systems for cooperative development in alignment with the funding partner's compliance and country contextFacilitate technical assistance to develop business plans for priority agricultural commodities as per the financial guidelineFacilitate the capacity building of the cooperative EC members and management in effective decision-making, financial management, democratic governance, etc.Monitor, support, and backstop the cooperatives/FOs for effective functioningSupport in branding and marketing services to co-ops (selling quality products and services, promotion, distribution, bulking, and branding)Maintain a good relationship with the donors, GOs, and other Stakeholders for result-based work and other agricultural project-based information
02	Monitoring, Reporting, and Documentation	<ul style="list-style-type: none">Design and implement the IFAD-approved business plans on different agri-productsQuality Assurance in overall project ImplementationPerform due diligence procedures to find out the gaps and also the mitigation strategies before implementing any business proposalRegular monitoring, knowledge management, and evaluation of the implemented BPDevelop quality documentation on processes, achievements, learning, and challenges during the project implementationEnsure accurate and timely reporting of activities according to the time framesConduct advocacy events with the Local Government and coordinate with other necessary stakeholders for mobilizing financial resources
03	Other Assignment	<ul style="list-style-type: none">S/He will work on other assignments those are given from management in view of organizational interest

Planning:

S/he will prepare advance planning of the daily, weekly, and monthly plan and submit it to his/her 1st supervisor for the next month by the 28th of each month.

Reporting:

S/he will be reportable to the NIA Coordinator of APFP while his/her 2nd supervisor will be Director-FC&CA

Appraisal and Review:

Each year this ToR will be reviewed after conducting the appraisal process.

Thanks and Sincerely



Sanat Kumar Bhowmik
Deputy Executive Director
COAST Foundation

21 SEP 2023

Sanat Kumar Bhowmik
Deputy Executive Director
COAST Foundation

Copy to:

Executive Director
D-HRM/ EFC&DC
JD-PDC
Personnel file



Subject: Terms of Reference (ToR)

Program: Strengthening Farmers Organizations for Asia (FO4A)

Position Title: Senior Coordinator-Finance & Admin

Position Objectives:

This position is basically responsible for maintaining the overall financial management and its discipline. It will support the project management for the smooth implementation of organizational financial procedures and documentation which will contribute to both the organization and the donor objectives.

Specific Responsibilities:

SL	Task	Standard of Accepted Performance (SOAP)
01	Field visit voucher check and verification	<ul style="list-style-type: none">S/he will ensure 100% physical verification before giving any vendors paymentS/he will ensure follow-up of quotation collection procedures and their justificationS/he will cross-check and follow-up of the justification of pricing of purchased materials
02	Ensure necessary voucher preparation and check	<ul style="list-style-type: none">S/he will ensure voucher preparation and cross-checking according to the organization or donor policy before making any paymentS/he will ensure all sorts of signatures (paid by, checked by and approved by sign)S/he will check the budgetary allocation and limit before payment of any voucherS/he will ensure that the voucher preparation, checking and approving procedures
03	Daily cash book and Ledger updating follow-up	<ul style="list-style-type: none">S/he will ensure necessary entry in the cash book for any transactionS/he will ensure that no erase will happen in the cash bookS/he will follow up on the updating of the sector-wise expenditure ledger just after the transaction and daily basis
04	Daily Transaction follow-up	<ul style="list-style-type: none">S/he will ensure vendor's payment (above 3000/-) through A/C payee chequeS/he will follow the COAST financial policy in case of any transaction
05	Report Prepare, analysis and submission	<ul style="list-style-type: none">Monthly & Quarterly financial reports preparation and submission in time with necessary analysis, comments, and recommendationsPrepare & check bank statements, bank reconciliations, burn rate and other financial statementsFinancial progress reports preparation based on the target and objectives of the project which will be commensurate with future directions
06	Other administrative responsibilities	<ul style="list-style-type: none">Follow up and maintain office management procedures and toolsDeal with staff salary and benefits, and appraisal procedures on time
07	Other responsibilities	<ul style="list-style-type: none">S/he will have to do any assignments, instructed by the supervisor or management

Planning:

S/he will prepare advance planning of the daily, weekly, and monthly plan and submit it to his/her 1st supervisor for the next month by the 28th of each month.


Reporting:

S/he will be reportable to the NIA Coordinator of APFP while his/her 2nd supervisor will be Director-EFDCP.

Appraisal and Review:

Each year this ToR will be reviewed after conducting the appraisal process.

Thanks and Sincerely


Sanat Kumar Bhowmik
Deputy Executive Director
COAST Foundation

21 SEP 2023

Sanat Kumar Bhowmik
Deputy Executive Director
COAST Foundation

Copy to: Executive Director
D-HRM/ EFC&DC
JD-PDC
Personnel file



Meeting Schedule 1 October 2022 to 31 December 2023

Our Values:

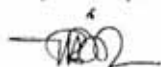
We, in COAST, believe that the person who executes the decision and the individual who is influenced or affected by the decision have the right to express the options before the decision is made.

SI	Title of the Meeting	Budget (USD)	Venue	Participants	Deadline	Responsible
			Bhola/Dhaka/Other project areas			
1	Project Coordination Meeting (PCM) Venue: Principal Office Time: 0930-1600	-	(Central level) Jan-3; Feb-3; Mar-3; April-3; May-8; June-2; July-3; Aug-3; Sep-4; Oct-10; Nov-2; and Dec-4	Project staff	Monthly	NIA Coordinator
2	Coordination meetings (3 meetings) 1 inception meeting, 1 Half-yearly project progress review meeting, and 1 final review meeting	842	Online and Physical	Project staff and FO representatives	4-Monthly	NIA Coordinator/BMO
3	Refreshers training on cooperative initiatives, reporting and stakeholder management (One training)	3168	Physical	FO representatives and EC committee members	Monthly	NIA Coordinator/BMO
4	Two divisional level workshops for strengthening BFF platform	1421	Physical	FO representatives and EC committee members	Monthly	NIA Coordinator/BMO
5	FO level meeting on identifying the challenges of access to Market (15 FOs)	1688	Physical	FO representatives and EC committee members	Monthly	BMO/FO Representative
6	National level workshop on the findings from access to market meetings at FO level	2053	Physical	FO representatives and EC committee members	Monthly	NIA Coordinator/BMO
7	National-level workshop on access to finance based on local-level findings	1764	Physical	FO representatives and EC committee members	Monthly	NIA Coordinator/BMO

Meeting principles:

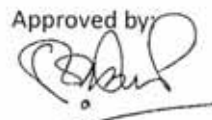
- Participants can recommend only the issues raised in the meeting and the recommendation can be a decision if the responsible professionals reach an agreement.
- Secretariat is responsible to hold the meeting in due time and ensure the minutes by the next 48 hours and ensure circulation where necessary, this is an open document.
- Copies of all minutes to be sent to the M&E Section and keeping another one in the departmental file.
- Meeting is the only forum where program issues will exclusively be discussed. Agenda like salary and other personal facilities cannot be discussed.
- The selection of the participants and information will have to be sent to the participants by at least one month before the meeting date and it will be done by the respective secretariat.
- Meeting preparation must be accomplished at least one day before of meeting.
- Meetings will be for motivation, sharing experiences, and improvisation of operational implementation.
- Meeting secretariat must maintain the dignity of the individual participant, so no negative criticism of the individual in front of all. If it is done, then be considered an offense.
- All donors/project focal persons in the principal office must participate in the respective project coordination meeting in PIU. They should be in the project area at least 2 days before for review and feedback to the meeting.
- Apart from this every week in each Branch/Section/PIU/MTCs will conduct a meeting and keep minutes.

Proposed by:



Sanat K. Bhowmik
Deputy Executive Director

Approved by:



Rezaul Karim Chowdhury
Executive Director