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The U.S. Government's Global Hunger & Food Security Initiative

# COVID-19 RAPID MARKET ANALYSIS REPORT FOR CSISA MEA

CEREAL SYSTEMS INITIATIVE FOR SOUTH ASIA MECHANISATION  
EXTENSION ACTIVITY (CSISA MEA)



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# COVID-19 RAPID MARKET ANALYSIS REPORT FOR CSISA MEA

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## About CSISA MEA

The Feed the Future Bangladesh Cereal Systems Initiatives for South Asia - Mechanization and Manufacturing Extension (CSISA-MEA) Activity's objective is to enhance agricultural resilience, productivity and profitability by improving the competitiveness and effectiveness of domestic agricultural machinery manufacturers, suppliers, service providers and light engineering firms in the Bangladesh agricultural mechanization market system. The Activity will seek to generate business opportunities for collaboration with US manufacturing firms, technical institutions, and financial advisory companies, and, at the same time, determine critical areas for improvement in the supply chain (i.e. best manufacturing, management and governance, and sales and customer service practices) and then provide, or facilitate access to, technical and business support. This will be coupled with the professional development of skilled workforces to support the agricultural machinery sector with a focus on Bangladeshi women and youth. CSISA-MEA will place emphasis on medium to large enterprise-level actors and their supply chains who meet basic criteria of worker safety standards, experience, and share a vision for transformation in the provision of agricultural equipment to the Bangladesh market. The project will prioritize mechanization technologies with the highest potential for immediate and long-term impact on agricultural productivity (i.e. trans-planters, combine harvesters, and reapers).

## Background

In light of the COVID-19 outbreak and subsequent announcement of a lengthy ongoing period of government holiday in Bangladesh that has seen the shutdown of all activities barring essential ones along with movement restrictions across the country, CSISA MEA undertook a rapid market analysis from **April 9-12** to understand the immediate impact of the shutdown on the key market actors in the agricultural mechanization and manufacturing space, especially with the Boro rice harvest coming up. The data collection technique for this study was key informant interviews conducted over the phone. The core stakeholders interviewed were local service providers, light engineering workshops, and lead firm representatives. To further understand the ecosystem impact, additional respondents included spare parts shops, mechanics, dealers, financial service providers, and farmers. This report captures the key findings from the conversations with the stakeholders and outlines a few recommendations going forward to adapt to the rapidly changing market conditions. The major caveat that concerns the assessment results is that conditions are rapidly evolving and some level of relaxation of the regulations coupled with support from the central government and local administration have taken place since the rapid study was conducted.

## Assessment Methodology

**Survey design:** The CSISA MEA team opted for a rapid assessment of the existing market actors to assess the current status of the different actors across the intervention areas. Due to COVID-19 lockdown there are no physical activities in the field in adherence to the government guidelines. Everything has been pushed back until further notice. The team is providing remote support on an adhoc basis to market actors when required and doing periodic

data collection over the phone. Field offices are closed due to restrictions imposed by the government. The CSISA MEA team applied a purposive sampling methodology in selecting the respondents from the network of beneficiaries. In this situation it was necessary to design the assessment and collect data in ways that minimized health and safety risks to the field team and respondents.

**Sample size:** The final sample size and distribution was as follows: 9 foundries, 8 light engineering workshops, 10 workforce actors, 10 lead firms representatives, 6 industry association representatives, 12 financial service providers, 3 training service providers, 4 farm business advisers, 2 input market actors, 3 output market actors, 11 Department of Agricultural Extension officials, 12 LSPs, 8 dealers, 4 spare parts shop owners, 5 mechanics, and 11 farmers. The total sampling frame and the particulars of the respondents are in the annexure section.

**Data collection:** The data collection technique for this study was key informant interviews conducted over phone. The stakeholders interviewed included local service providers, light engineering workshops, dealers, lead firm representatives, spare parts shops, mechanics, financial service providers, and farmers. This brief captures the key findings from the conversations with lead firm representatives and outlines a few recommendations going forward to adapt to the rapidly changing market conditions.

**Data cleaning and editing:** After the data collection CSISA MEA Dhaka team members with the support of field team members cleaned the data, including data editing, clarifying ambiguous information and statements.

**Reporting:** From the collected data the assessment team compiled information into the reporting format. This report comprises a situation analysis, and proposed recommendations for a COVID-19 response. The annex of the report includes the sampling frame of the assessment, questionnaire and the particulars of the respondents.

## Summary Findings of Major Stakeholders

Stakeholder	Key Findings
<b>Lead Firms</b>	<ul style="list-style-type: none"> <li>● Manufacturing facilities are shut down</li> <li>● Current stock will allow them to run for approximately one month on average after they are allowed to reopen</li> <li>● Sales have dropped significantly</li> <li>● Machines sold under the subsidy program are being delivered with support from local-level administration</li> <li>● Equal monthly installment (EMI) collection has almost completely stopped; only a single firm reported collecting payments through bKash</li> </ul>
<b>Local Service Providers</b>	<ul style="list-style-type: none"> <li>● Although LSPs are in communication with farmer clients over phone, restrictions on movement mean they are not able to reach them to provide services</li> <li>● Spare parts and mechanic services are mostly unavailable; in the rare occasions when they are, there is a delay in receiving them</li> <li>● If machines are not ready in time, they will miss the boro harvest season</li> <li>● There is fear of missing out on the boro season</li> </ul>

<b>Light Engineering MSMEs</b>	<ul style="list-style-type: none"> <li>● Most all of the respondents have suspended operations, and have seen the cancellation of a majority of their orders. They will not re-open until government restrictions are relaxed. Several firms that are still open reported that they were planning to fill their current backlog of orders and then close.</li> <li>● Most are still paying workers, but are unsure how long they can continue doing so</li> <li>● Anticipation of labor shortage in the future as some skilled workers will be forced to move to different industries/sectors/places to earn income</li> <li>● No real safety and hygiene measures being taken in the workshops</li> </ul>
<b>Dealers</b>	<ul style="list-style-type: none"> <li>● Mostly closed; some are open for a few hours in a day.</li> <li>● Machines are not being sent by lead firms due to travel restrictions</li> <li>● Installment collection is largely suspended, which is causing a cash flow crisis</li> </ul>
<b>Spare Parts Shops</b>	<ul style="list-style-type: none"> <li>● Most spare part shops are open half day.</li> <li>● Sales has significantly down</li> <li>● Interested customers reaching out via phone</li> <li>● Local authorities have mandated that safety measures and social distancing must be followed inside the shops</li> </ul>
<b>Mechanics</b>	<ul style="list-style-type: none"> <li>● Receiving calls and can provide services nearby, but anything beyond is not possible due to travel restrictions</li> <li>● Shops do not have sufficient supplies of spare parts;</li> <li>● They were anticipating increased business repairing rice harvesters during boro season, but not sure how they can overcome the restrictions</li> </ul>
<b>Farmers</b>	<ul style="list-style-type: none"> <li>● Shortage of input supplies in the market</li> <li>● Anticipating labor crisis</li> <li>● Not enough support from SAAOs</li> <li>● Problems related to transport restrictions</li> <li>● Cannot supply products into the market; some going early morning using their own transport</li> </ul>
<b>Input Markets</b>	<ul style="list-style-type: none"> <li>● Most shops are closed</li> <li>● No physical events is being occurred in the field; only communication over phone and some products are being made available through that communication</li> <li>● Some had extra inventory in anticipation of the situation</li> <li>● Cash flow running low</li> </ul>
<b>Output Markets</b>	<ul style="list-style-type: none"> <li>● Supply of goods declining</li> <li>● Road transportation shut down</li> <li>● Cash flow running low</li> <li>● Import activities have stopped</li> </ul>
<b>Farm Business Advisors (Cox's Bazar)</b>	<ul style="list-style-type: none"> <li>● Supply to the market has ceased</li> <li>● Seeds and fertilizers are unavailable</li> <li>● Transportation challenges due to restrictions</li> <li>● Communications with local traders are in need.</li> </ul>
<b>Financial Service Providers</b>	<ul style="list-style-type: none"> <li>● Most branches are shut; very few are open.</li> <li>● Of those that are open, only cash transactions being done</li> <li>● Loan collection activities have stopped</li> </ul>

	<ul style="list-style-type: none"> <li>● Loan disbursement has also stopped.</li> <li>● Grace period for payment of MFI loan installments has been extended to June; however interest will still accumulate</li> </ul>
<b>Training Service Providers</b>	<ul style="list-style-type: none"> <li>● Training programs and services have been suspended</li> <li>● BITAC in Bogura is providing extra benefits to trainees in terms of allowance.</li> </ul>

## Impact on Lead Firms

**Importation/Assembling/Manufacturing:** With exporting countries of farm machinery closing their borders in the wake of the COVID-19 outbreak and Bangladesh following suit soon in suspending international flights, importation of farm machinery into Bangladesh has fully stopped. Currently, the majority of the machinery that is brought into the country are from China, India, and Southeast Asian countries. When the outbreak first started in China, all the importers interviewed said they had taken note of the rapid spread of the disease and decided to import more than their usual orders in anticipation of future challenges. According to them, they currently have, on average, enough machinery in stock to last at least a month once things return to normalcy based on their previous demand. For those involved in assembling or manufacturing in Bangladesh, no new production is taking place now as their facilities have been shut since the announcement of the government holiday; the majority of the workers employed in those facilities have gone back to their respective hometowns.

**Workforce:** Although the offices of lead firms are officially closed, many of them are running scaled-down operations in the field. They mentioned they are taking necessary safety and hygiene measures and have equipped their staff with masks, gloves, and hand sanitizers and are using disinfectant sprays on the machinery in their facilities. However, one respondent said that despite the steps taken by the management, precautionary measures, including social distancing, are barely being implemented and followed on the ground. Executives from two lead firms also expressed serious concerns regarding paying staff's monthly compensation and are thinking of laying off some staff if the shutdown continued. The lead firms that are subsidiaries of holding companies said their management was also looking into moving some of the agricultural machinery staff to other units/departments/operations if the situation did not improve.

**Distribution:** Despite having sufficient machinery in their inventory, the single biggest challenge facing lead firms at the moment is the distribution of the machinery to dealers or other points-of-sale. This is especially critical now because the DAE announced - through a circular on March 25 - the allocation of upazila-based subsidy on reapers, combine harvesters, and rice transplanters. With the boro rice harvest season about to commence, the need of the hour is to dispatch the machinery to the local service providers selected under the subsidy program. The market linkage has been disrupted due to road transport restrictions imposed by the government across the country. In addition, entry and exit from Dhaka have been restricted except for emergency services.

In a report published in The Daily Star on April 12, DAE officials were quoted saying 'they are providing safe transportation to agricultural workers' for those moving to the Haor areas for boro harvest. However, no such official guidance or report has been found on the transportation of agricultural machinery. A few firms interviewed as part of the study mentioned they had supplied combine harvesters in the Haor areas last week with cooperation from DAE. Another firm said they have been using a sticker on their truck that says it is for agricultural use to get

around the restrictions. All of them have been communicating with their customers over the phone and have also received a few new orders since the shutdown.

Table 1 below provides a summary of the data shared during the interviews with regard to machinery stock and delivery of machinery to Haor areas last week.

Company	Total stock		Total number of units delivered to Haor areas last week	Other/Remarks
	Combine Harvester	Reaper		
Abedin Equipment Ltd.	120	0	20	Substantial number of tractors in stock
ACI Motors	780	250	70	Substantial number of tractors in stock
Alim Industries	6	200	21	All 6 combine harvesters have already been delivered; additional 24 are waiting at Chattogram Port
Agro Machinery Industries	-	-	5	-
The Metal Private (Ltd.)	150	0	12	Substantial number of tractors in stock
Energypac	-	-	-	40 John Deere tractor units

**Financial Management:** Another implication of the restrictions has been on the collection of installment money by lead firm representatives on the ground. Only one lead firm mentioned they were collecting a small portion of the installments through bKash; the rest said the collection has been completely stopped. Many of these lead firms had earlier shared concerns about their poor cash flow and outstanding debt tied to tractor sales. For the lead firms that are part of the government’s subsidy program, the distribution of reapers, combine harvesters, and rice transplanter in the coming weeks represents an opportunity to generate significant revenue at a time when revenue from other sources has dropped sharply; however, lead firms usually face delays when it comes to receiving the money from sales under the subsidy program, and a repeat of that would mean a further strain on their cash flow.

## Impact on MSMEs

### I. Foundries

**Manufacturing:** Most of the surveyed foundries reported that they had to stop production. As a result, the foundries do not have any sales or income currently. A few foundries were still continuing their production to serve the previous orders, but they were facing challenges in terms of transportation to deliver orders on time. Also, the alarming point is, the foundries that we spoke with had not received any new orders to help them survive the next



few months. In Jashore and Bogura, some of the spare parts shops were beginning to reopen their businesses. The case was the opposite here in Dhaka; all spare parts markets in the city of Dhaka have been closed since the 26th of March.

**Raw Materials:** Raw material supply was available at the local level but due to transport restrictions, it was getting difficult for the foundries to get the raw materials. In the case of imported raw materials, only very small volumes were available at the port. And again, because of unavailability of transport, they could not manage them.

**Staffing:** Though the businesses were closed, some of the foundries were still paying their staff. Many foundries suspect that they will face a scarcity of skilled labor when they are able to resume business because they fear that many day laborers working in the sector will have left to find work in other locations.

**Sales and Work Order:** Most of the foundries are facing cancelation of their current work orders. They fear that when the lock down is over, the number of new orders will be relatively few. If restrictions on movement continue for long, then there is a fear of losing market share. Most of the foundries reported that they have already lost 50% of their total work orders due to the pandemic. The monetary value of those orders is roughly 10 to 15 million BDT (US\$117,650 to \$176,500).

**Financial Management:** Fortunately, foundries reported receiving credit from commercial banks to help them offset the reduced revenue. Furthermore, per government decree, they have the option to temporarily defer loan payments to certain lenders (banks and MFIs) up to 30th of June, 2020. On the question of mitigation measures, most of the foundries reported that the lock down has been imposed all of a sudden; so they didn't have enough time to develop a mitigation plan. They are currently planning to cope and to survive the crisis with the hope that things return to normal very soon.

**Credit Recovery:** Foundries have paused credit recovery due to the lockdown. They are planning to resume when businesses reopen. They are in regular communication with their clients.

**Other Challenges:** Foundry MSMEs are concerned that even when business resumes, clients may be unable to pay for products due to the pending economic crisis everyone is expecting. Foundries suspect they will continue losing work orders and are at a loss as to how to respond and overcome it. Some indicated that they will need to access a large amount of credit in order to survive their business. However, they are unsure about how to access the finance they need. Another challenge is paying fixed costs like rent, utility bills, staff salary and other operational expenses. As they have little to no revenue right now and also, they have to pay expenses from other sources (personal funds or reserves). For this reason, it is critical for them to resume production.

## **II. Light Engineering:**

**Manufacturing:** Most light engineering workshops have been closed since 25<sup>th</sup> of March. A few are still open to deliver previous work orders. Everyone is awaiting the lifting of restrictions so that they can resume business. Every LE SME surveyed reported that they have lost a substantial number of work orders due to the outbreak of the coronavirus. Even though some workshops are working now to fulfill previous orders; they are facing transportation challenges to deliver them. Workshops from Jashore and Bogura, have informed that they currently have sufficient stocks of domestically-sourced raw materials available and that replenishing those raw materials should not be a big challenge in the future when the lock down is over. However, LE firms that need imported raw materials for

their production do not have sufficient stocks. Some spare parts shops are beginning to reopen their businesses with the help of local administration.

The scenario is the opposite in Dhaka. Most spare parts shops have been closed since 26<sup>th</sup> of March, 2020. They are also facing scarcity of raw materials for both domestic and imported. Fortunately partially completed orders are not being cancelled for the Light Engineering SMEs outside of Dhaka. However, they will have to wait to deliver orders until the transportation ban is withdrawn.

### **Financial Management:**

As with other industries, the Light Engineering sector is facing difficulties in managing their cash flow due to the sharp reduction in revenue. They are concerned that in the near future it will be difficult for them to manage working capital for their business. All agreed that without support from financial institutions, it will be very difficult for their businesses to survive. Moreover, LE firms have had to suspend recovery of receivables with the exception of a few customers who are using bKash for paying installments. Given the current scenario, they do not expect to recover much of the outstanding balances due from clients before next year.

### **Impact on Business:**

The light engineering sector has been severely affected due to the lock down situation and the curtailment in production, sales, work orders, and supply chain. Proprietors are anticipating substantial difficulties in their businesses for the foreseeable future (several years out). They suspect that sales will continue to be depressed even when commerce resumes. If the transport restriction is not withdrawn soon, they fear losing their customers in different districts of the country. In addition, they have identified other challenges that the crisis will create such as lack of skilled labor, and low volume of new orders directly impacting their revenue and sales. A majority of LEs reported that they have already lost 50% or more of their total work orders due to the pandemic. The monetary value of those orders is roughly 10 to 15 million BDT (US\$117,650 to \$176,500). LE SME owners are facing challenges to meet fixed cost expenses such as rent, staff salary, and utility bills. Though they are meeting these expenses from personal funds or other sources, this will not be sustainable for long if the situation doesn't improve. Most of the LE SMEs are paying their staff reduced salaries, providing them what they need to get by so they can meet basic expenses.

### **Mitigation Plan:**

Most of the Light Engineering workshops were not able to develop mitigation plans as the lock down came on so abruptly. They are unsure of how to plan for business continuity or recovery going forward given the current and future uncertainty. Most replied that they are waiting for the government declaration to withdraw the lock down. Currently their only focus is to survive this pandemic alongside their family.

### **Key Findings on Workforce:**

**Professional Impacts:** Due to business closings, most workers are jobless now; though they mentioned that they received their due pay. Also, some have reported that they are not being paid enough. During the lockdown, workers are staying at home. Workers who were interviewed were generally aware of basic hygiene practices to prevent the coronavirus. Those who are still working indicated that they have access to mask, gloves, safety glasses, and hand

sanitizer and are maintaining social distancing at their workplace. They are uncertain as to when they will be able to get back to work and about the future in general. Most of the surveyed workers have experience only in the LE sector. If they lose their jobs or are otherwise unable to return to work after the pandemic, it could tip their family into an economic crisis.

**Personal Impacts:** Due to the lock down situation, most workers are struggling to meet daily expenses. Those who are still working are receiving roughly half of their regular wages. Respondents indicated that they are not receiving or accessing relief or assistance from the government or NGOs. Some of the workers have existing loans from microfinance institutions and, without work they are not able to pay the installments due.

## Impact on LSPs

At present, for buyers of new machinery, retailers are providing only a user manual; there is no physical training for new operators in most cases. The after-sales services offered by lead firms have also taken a hit due to the restrictions. Many existing local service providers are struggling to get their machinery up and running prior to the harvest season because of

- the unavailability of necessary spare parts (most shops are closed),
- a lack of mechanics, who are not able to go anywhere beyond their close proximity to provide their services, and
- inability to get fuel for their machinery.

At the time of the interviews, the LSPs expressed concern regarding their ability to deploy their harvesters for boro rice season, and also about knowing where to go for harvesting rice fields. They have continued communicating with mechanics and dealers over the phone, but the movement restrictions are preventing them from availing their services. In the meantime, some have reached out to the local DAE representatives to figure out a solution.

## Recommendations

**I.** Light engineering MSMEs have been hit hard by the shutdown and some of them run the risk of going out of business. Therefore, the project should design activities that will focus on ensuring their survival. A key element of the business continuity activity should focus on retaining their current staff.

**II.** To support lead firms, there needs to be a two-pronged approach. The project should advocate for relaxation of the restrictions for all agricultural companies and workers, including farm machinery, to mitigate supply chain disruptions, and also work with the Ministry of Agriculture and the Chattogram Port Authority to ease any importation challenges that may arise. At the same time, the proposed cost-shared joint venture activities with them should be revised to adapt to the change in market conditions and be customized to the COVID-19 context. This may include but not be limited to developed audio-visual training curriculum and promotional materials and running mobile mechanic vans to increase access to necessary spare parts.

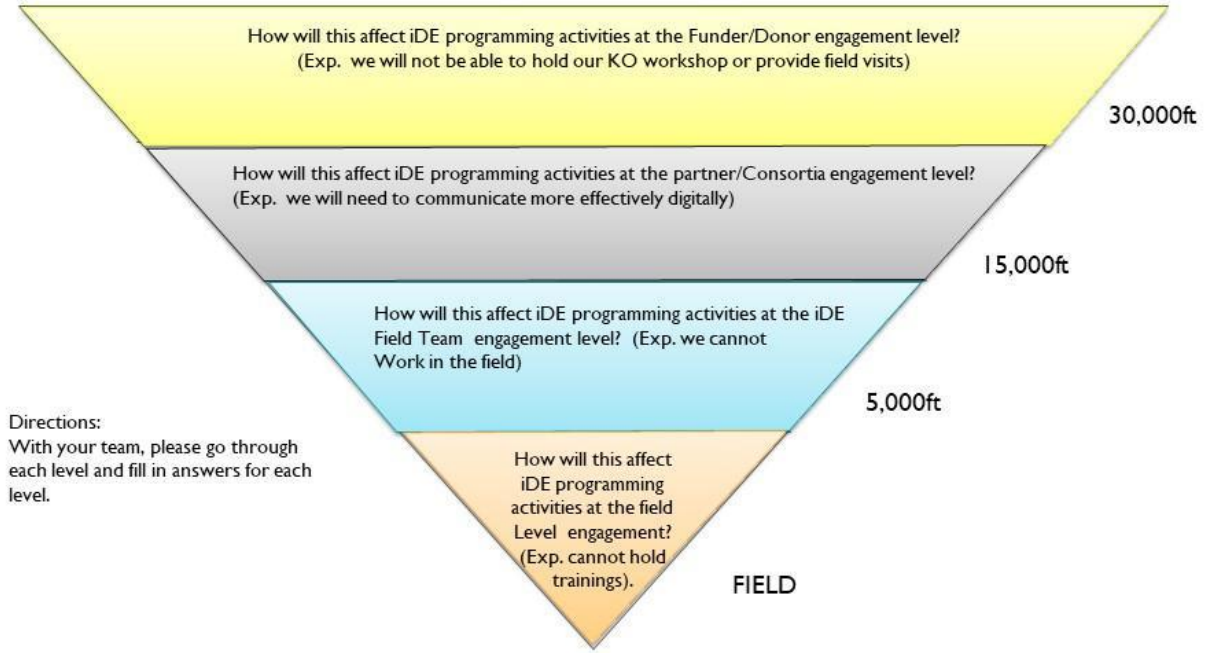
**III.** In addition to MSMEs, LSPs, dealers, and spare parts shops also require access to financial services to either purchase new machinery or sustain their current operations. The project should partner with financial service providers selected under the subsidy program and facilitate the market actors with them to avail low-interest loans under the various government stimulus packages.

**IV.** It was clear from the study that not everyone was following adequate hygiene and safety measures. Thus, the project should develop clear, context-specific messages and communication materials around safety and hygiene and disseminate them through multiple channels to raise awareness and even design incentives to increase adoption of those measures.

# ANNEXES

## 1. Assessment Tool

### ASSESSMENT FRAMEWORK



Directions:  
With your team, please go through each level and fill in answers for each level.

## Sampling frame:

Category	Jashore		Bogura		Cox's Bazar		Dhaka		Total
	Target	Achievement	Target	Achievement	Target	Achievement	Target	Achievement	
Foundry	5	5	4	4	0	0	0	0	9
Light Engineering Workshop Owners	4	4	4	4	0	0	0	0	8
Workforce	4	4	6	6	0	0	0	0	10
Industry Associations	2	2	2	3	1	1	0	0	6
Lead Firms	6	6	0	0	0	0	4	4	10
US Partners	0	0	0	0	0	0	2	2	2
Financial service providers	5	5	5	5	2	2	0	0	12
Training Service Providers	1	1	2	2	0	0	0	0	3
Farm Business Advisors (CXB)	0	0	0	0	4	4	0	0	4
Input market (CXB)	0	0	0	0	2	2	0	0	2
Output markets (CXB)	0	0	0	0	3	3	0	0	3
DAE	9	9	0	0	3	3	0	0	12
Local Service Providers	10	10	0	0	2	2	0	0	12
Dealers	6	6	0	0	2	2	0	0	8
Spare Parts Shop Owners	3	3	0	0	1	1	0	0	4
Mechanics	5	5	0	0	1	1	0	0	6
Farmers	6	6	2	2	3	3	0	0	11
Other USAID Projects	0	0	0	0	0	0	1	1	1
CSISA MEA Team	0	0	1	0	0	0	1	1	1
CIMMYT	0	0	0	0	0	0	1	1	1
<b>Total</b>	<b>66</b>	<b>66</b>	<b>26</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>9</b>	<b>9</b>	<b>125</b>

## 2. Respondents of the study

### Cox's Bazar

SL	Date	Name (Contacted person)	Category of Stakeholders	Mobile no	Village name	Upazila name
1	11.04.2020	Md.Abul Kasem	Farmer	01828409712	3 No word (Puruthagona)	Chakaria
2	11.04.2020	Abus Kasem	DD-DAE	01912047973	NA	NA
3	12.04.2020	Rubina Haq	DAE-SAAO	01815079824	Marongloya	Ramu
4	12.04.2020	Md.Yusuf Mia	FBA	01718467970	Baraitali (Uporgona)	Chakaria
5	12.04.2020	Allauddin	Dealer	01790214673	Ramu	Ramu
6	12.04.2020	Md. Mozaffar Ahamed	Dairy Association President	01829670459	Maronloya	Ramu
7	12.04.2020	Md. Rashid	Machanice	01834029296	Desuapalong	Ramu
8	12.04.2020	Md. Monzur Alom	Traders output Market Actor ( Vegetable )	01868245965	Faqrikata	Ramu
9	12.04.2020	Md. Rabiul Hossain	Input Market, Syngenta	01714103481	Chittagong	Chittagong
10	12.04.2020	Md. Rasel	Output Market	01825650084	Alir Zahal	Cox's Bazar Sadar
11	12.04.2020	Golam Sarwar Tusar	DAE-UAO	01719437665	Cox's Bazar Sadar	Cox's Bazar Sadar
12	12.04.2020	Md. Mozibol Hoque	Farmer	01814267666	Patuli	Cox's Bazar Sadar
13	12.04.2020	Md. Reanul Haq	FBA	01813191304	Muhuripara	Chakaria

14	12.04.2020	Md. Joynal	LSP	01851801653	Dulhazara	Chakaria
15	12.04.2020	Md. Jafor	Farmer	01832872177	Kayarbill	Chakaria
16	12.04.2020	Md. Salwddin	Output (Vegetable Arothder)	01851426993	Pouroshova	Chakaria
17	12.04.2020	Md. Ansar	Input (PSP)	01777752448	Pouroshova	Chakaria
18	12.04.2020	Md. Mozibul Haq	Spare parts	01818060356	Kayarbill	Chakaria
19	12.04.2020	Moksedul Alam Arafat	HC, CIMMYT	01723743835	NA	NA
20	13.04.2020	Md. Shahab Uddin	Machinery Dealer	01817089061	Link Road	Cox's Bazar Sadar
21	13.04.2020	Md. Sawkat Hossain	MFI-FSP, BRAC	01733328562	Bangla Bazar	Cox's Bazar Sadar
22	13.4.2020	Minara Begom	FBA	01825419244	Kalarpara	Ramu
23	13.4.2020	Hasina Khatun	FBA	01815953541	Moddorajapalong	Ramu
24	13.4.2020	Md. Shahabuddin	MFI, ASA	01818633795	Ramu	Ramu

**Jashore:**

SL	Date	Name (contacted person)	Category of Stakeholders	Mobile no	Village name	Upazila name
1	10.04.2020	Md. Alomgir Hossain	Dealer	01712821282	Pouroshova	Jhenaidah
2	11.04.2020	Joyonto Mondol	Farmer	01912318629	Uttar Pabla	Bil Dumuria
3	11.4.2020	Md. Oli Ullah	Janata Firm) (Lead	01711960861	Sarojganj	Chuadanga
4	11.4.2020	Md. Milon Mistury	Light Engineering	01725981318	Sarojganj	Chuadanga



Workshop Owners							
5	11.04.2020	Md. Hossain	Mitul	LSP	01929905677	Goshaidanga	Shailkupa
6	12.04.2020	Most. Akter	Moushumi	FSP	01718445935	Chitramore	Jashore Sadar
7	12.04.2020	Israr Biplob	Hosain	Workforce	01825712198	Purbo Barandipara	Sadar, Jashore
8	12.04.2020	Md. Yasin		Workforce	01927486338	Hothat para, Balia Vekutia	Sadar, Jashore
9	12.04.2020	Md. Anower Hosain		Light Engineering Workshop Owners	01716659030	BSCIC, Jhumj umpur	Sadar, Jashore
10	12.04.2020	Shadhon Chandra		LSP	01784738073	Rundia, Beach ali	Sadar, Narail
11	12.04.2020	Anarul Gazi		Mechanics	01712404412	Amtola	Kalai, Narail
12	12.04.2020	Emarat Sheikh		LSP Networks (President)	01776613675	Nikhoria	Modhukhali
13	12.04.2020	Masuduzzaman		LSP	01911020171	Chakulia	Mohammadpur
14	12.04.2020	Selim Ahmed		Spare Parts shop owner	01718594983	Modhukhali Sadar	Modhukhali
15	12.04.2020	Bolai Shaha		Dealer	01721814565	Gajna	Modhukhali
16	12.04.2020	Sujon Sheikh		Farmer	01925450121	Bagat	Modhukhali
17	12.04.2020	Jalal Mollah		Farmer	01734099507	Bagat	Modhukhali
18	12.04.2020	SM Monir Hossen		Foundry	01712645317	BSCIC Area	Jashore Sadar
19	12.04.2020	Md. Ali	Mohammad	Foundry	01711450527	Bokchar	Jashore Sadar
20	12.04.2020	Md. Biswas	Mahabub	Workforce	01994514538	Ghurlia	Jashore Sadar

21	12.04.2020	Md. Hossen	Mostofa	Workforce	01927731569	Barandipara	Jashore Sadar
22	12.04.2020	Md. Saifulla	Khalid	DAE	01712592991	Jhumjhumpur	Jashore Sadar
23	12.04.2020	Md. Hossen	Shakhawat	FSP	01712258022	Arobpur	Jashore Sadar
24	12.04.2020	Md. Islam	Shariful	FSP	01716020057	Jhumjhumpur	Jashore Sadar
25	12.04.2020	Md. Rafiqul Islam		Dealer	01717471552	Shibpur	Tala
26	12.04.2020	Md. Khan	Rifatullah	Dealer	01716840632	Kharabad	Batiaghata
27	12.04.2020	Md. Nur A Siddiki Latif	Alam	Dealer	01956231970	Bamonpara	Meherpur Sadar
28	12.04.2020	Md. Sheikh	Mojnu	Dealer	01721562038	Kedargonj	Mujibnagar
29	12.04.2020	Md. Milon Ali		LSP	01729561632	Tentulbaria	Gangni
30	12.04.2020	Syed Mannan Ali		LSP	01300403718	Amirpur	Batiaghata
31	12.04.2020	Pankaj Majumder	Kanti	DAE	01716953344	Rupsha	Khulna Sadar
32	12.04.2020	Md. Hossain	Mosaddek	DAE	01716009098	Dumuria	Dumuria
33	12.04.2020	Md. Hossain	Jahangir	DAE	01712449327	Khamarbari	Dumuria
34	12.04.2020	Md. Ahmed	Bulbul	FSP	01913436477	Sonadanga	Khulna Sadar
35	12.04.2020	Md. Raza Hossain		FSP	01730325587	Rupsha	Rupsha
36	12.04.2020	Krishno Mondol	Podo	Light Engineering Workshop Owners	01716184863	Purbo Pabla	Dumuria
37	12.04.2020	Md. Sheikh Saadi		Lead firms (AMI)	01816461569	Merul Badda	Dhaka
38	12.04.2020	Md. Rahman	Ejajur	LSP	01716237589	Dohijuri	Jhenaidah
39	12.04.2020	Md. Sheakh	Rezaul	LSP	01916119297	Kripalpur	Shailkupa

<b>40</b>	12.04.2020	Kripanshou Sakhor Biswas	DAE	01711469311	Khamarbari	Jhenaidah
<b>41</b>	12.04.2020	Sanjoy Kumar kundo	DAE	01833435307	Pouroshova	Shaikupa
<b>42</b>	12.04.2020	Abdur Rahman	Light Engineering Workshop Owners	01863335011	Sarojganj	Chuadanga
<b>43</b>	13.04.2020	Md.Samsul Alom Sapon	Foundry	01712051050	BSCIC,Jhumj umpur	Sadar, Jashore
<b>44</b>	13.04.2020	Md.Monir Hosain	Foundry	01718891246	BSCIC,Jhumj umpur	Sadar, Jashore
<b>45</b>	13.04.2020	Md. Asraful islam Babu	Foundry	01711841820	Rajarhat More,	Sadar, Jashore
<b>46</b>	13.04.2020	Anuj Biswas	DAE	01715448455	Sadar	Narail
<b>47</b>	13.04.2020	Md. Salim Reaza	Join secretary, Spares Parts Association	01714442189	Sadar	Sadar, Jashore
<b>48</b>	13.04.2020	Debashis Biswas	Farmer	01849237263	Mitna, Tularampur	Sadar,Narail
<b>49</b>	13.04.2020	Kripacharjo Biswas	Farmer	01727568098	Mitna, Tularampur	Sadar,Narail
<b>50</b>	13.04.2020	Md. Emadatul Haque Khan	LSP Networks (Chairman)	01714253234	Purulia,	Kalai
<b>51</b>	13.04.2020	Poritosh Kumar Malu	Lead firms (RK Metal)	01710928977	Pouroshova	Faridpur Sador
<b>52</b>	13.04.2020	Md. Alimuiddin	Mechanics	01721982017	Nikhorja	Modhukhali
<b>53</b>	13.04.2020	Most Suraia Parvin	Spare parts shop owners	01712073576	Navaron	Sharsha
<b>54</b>	13.04.2020	Md. Julfikar Ali	Spare parts shop owners	01921832657	Arpara	Shalikha
<b>55</b>	13.04.2020	SM Shofiul Alom	DAE	01714518533	Nehalpur	Manirampur
<b>56</b>	13.04.2020	Md. Shahinul Islam	Training Service providers	01792787980	Rajarhat	Jashore Sadar

57	13.04.2020	Md. Islam	Shahibul	Lead firms (ABEDIN)	01904422085	Chanchra	Jashore Sadar
58	13.04.2020	Md. Rahman	Moksedur	Lead firms (The Metal Pvt.)	01708125261	Chanchra	Jashore Sadar
59	13.04.2020	Md. Ahamed	Rasel	Farmer	01762587660	Vojgati	Manirampur
60	13.04.2020	Md. Mohammad	Nur	LSP	01714441441	Pulerhat	Jashore Sadar
61	13.04.2020	Md. Islam Babu	Ashrafur	Industry Associations	01711841820	Rajarhat	Jashore Sadar
62	13.04.2020	Md. Rahman	Mahabubur	Mechanics	01734958206	Kalibari	Manirampur
63	13.04.2020	Nihar Biswash		Mechanics	01712686762	Lata	Dumuria
64	13.04.2020	Md. Mamun	Abdullah Al	Lead firms (ACI)	01730015816	Chanchra	Jashore Sadar
65	13.04.2020	Md. Tuhin	Mosle Uddin	DAE	01911761403	Sarutia	Shailkupa
66	13.04.2020	Md. Biswas	Alom	Mechanics	01934558342	Kritinagar	Shailkupa

**Bogura:**

SL	Date	Name (contacted person)	Category Stakeholders	of	Mobile no	Village name	Upazila name
1	10/4/2020	Abdul Quader Golap	Foundry Owner		01711184282	Silimpur	Bogura (S)
2	10/4/2020	Ziku Sarker	Light Engineering Workshop Owners		01712363735	Sherpur	Sherpur
3	10/4/2020	Md. Miah	Kamal Foundry Owner		01711-938118	Silimpur	Bogura (S)

4	10/4/2020	Md. Abdul Based Komol	Light Engineering Workshop Owners	01718-541555	Khandar	Bogura (S)
5	11/4/2020	Alauddin Belal	Foundry Owner	01712743863	Railway market	Bogura (S)
6	11/4/2020	Fozila Begum	Workforce	01920375179	Khandar	Bogura (S)
7	11/4/2020	Md. Mostafizur Rahman	Light Engineering Workshop Owners	01754-327507	Matidali	Bogura (S)
8	11/4/2020	Md. Shofiqul Islam	Workforce	01719-947063	Railway market	Bogura (S)
9	11/4/2020	Md. Manik	Workforce	01634-813055	Nangaon	Shahjahanpur
10	12/4/2020	Mir Md. Anisuzzaman	TSP-Assistant Engineer ( Head of Training, BITAC)	01914-894085	Nishindara	Bogura (S)
11	12/4/2020	Md. Hossain Ali	FSP-(Area Manager, BRAC-MFI)	01733-290514	Koipara	Bogura (S)
12	12/4/2020	Md. Jamal Miah	Foundry Owner	01715-974157	Silimpur	Bogura (S)
13	12/4/2020	Md. Kamal Miah	Association-Executive Member, AMMA-B	01711-938118	Silimpur	Bogura (S)
14	12/4/2020	Md. Zahangir Alam	FSP-MIDAS Branch Manager	01974096092	Borogola	Bogura (S)
15	12/4/2020	Md. Abdul Khaleque	FSP-Sajida Foundation Area Manager	01718873448	Khandar	Bogura (S)
16	12/4/2020	Md. Zulkar Naim Khan	FSP-Manager-Sonali Bank	01713758472	Borogola	Bogura (S)
17	12/4/2020	Md. Abdus Salam	FSP-Director-TMSS	01713377006	Thengamara	Bogura (S)
18	13/04/2020	Md. Shofiqul Islam Manik	Association-Leader of LE labour Employees Union	01719-947063	Bogura	Bogura (S)

<b>19</b>	13/04/2020	Md. Abdul Hamid	Workforce	01782-249334	Bogura	Bogura (S)
<b>20</b>	13/04/2020	Mst. Dina	Workforce	01711-938118 (on request)	Silimpur	Bogura (S)
<b>21</b>	13/04/2020	Md. Jahidul Islam (Kina)	Farmer	01719-240901	Isaidaha	Bogura (S)
<b>22</b>	13/04/2020	Md. Ariful Islam (Jony)	Farmer	01749-456184	Berabala	Shibgonj
<b>23</b>	13/04/2020	Ruma Khatun	Light Engineering Workshop Owners	01718368650	Khandar	Bogura (S)
<b>24</b>	13/04/2020	Sultan Ahmed	Association-Secretary-BAMMA	01797233203	Sathmatha	Bogura (S)
<b>25</b>	13/04/2020	Harun Rashid	Ur TSP-Training Coordinator-TMSS	01719240059	Thengamara	Bogura (S)
<b>26</b>	13/04/2020	Md. Abdul Hannan	Workforce	01742169522	Sherpur	Sherpur

### 3. Questionnaire

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Actor	Questions
<b>Foundry</b>	<ul style="list-style-type: none"><li>• Are they still open? If so, who are they currently supplying to?</li><li>• If they are not open, when did they shut their business and by which time they are expecting to resume their business?</li><li>• What immediate impact and short-term plus long term impact of your business?</li><li>• How are you managing your workforce?</li><li>• Do you currently have a bank/CC loan? How do you plan to pay your installments?</li><li>• What mitigation measures are you taking to tackle the crisis?</li><li>• What external support is required to face the crisis?</li><li>• what about their raw material supply situation (both imported and local)?</li><li>• Due to the pandemic, is there any order cancelled? If yes, what volume or estimated monetary value of those orders?</li><li>• if a half done ready order is cancelled, how are they planning to mitigate this loss?</li><li>• How are they planning to get credit recovery from their clients?</li><li>• How are they maintaining the fixed cost like rent, utility bills, staff salary?</li><li>• What do they know about the government subsidy package to overcome this crisis?</li></ul>
<b>Light Engineering Workshop Owners</b>	<ul style="list-style-type: none"><li>• Are they still open? If so, who are they currently supplying to?</li><li>• If they are not open, when did they shut their business? When do they expect to resume their operations?</li><li>• If they are still, how are they managing transport to deliver the orders?</li><li>• Has there been any cancelled supply orders during this situation? What's the next plan?</li><li>• Do you expect difficulty regarding cash flow due to the crisis?</li><li>• What has been the impact on your sales/order?</li><li>• What mitigation measures are you taking?</li><li>• What external support is required to face the crisis?</li><li>• what about their raw material supply situation (both imported and local)?</li><li>• Due to the pandemic, is there any order cancelled? If yes, what volume or estimated monetary value of those orders?</li></ul>

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- Do they have any bank or MFI loan? How are they paying the installments now?
  - What do they know about the government subsidy package to overcome this crisis?
  - How are they planning to get credit recovery from their clients?
  - How are they maintaining the fixed cost like rent, utility bills, staff salary and etc?

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**Workforce**  
**(emphasis on women)**

- Are they still going to work? If so, what safety and hygiene measures are they taking? Do they think it's enough?
- If they are not going to work, are they still getting paid?
- Are they feeling any threat about their job?
- Did they receive any message about when they could get back to work?
- What has been the impact on their family as well as their present job?
- Do they have any contingency plan/alternatives if the workshops shut down

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**Industry Associations/  
Networks**

- What immediate, short and long term impact on the sector they are suspecting?
- What advice/recommendation or support they are providing to their members to manage the crisis?
- What policies/interventions are they thinking of to respond to the crisis?
- Did they receive any instructions from the government regarding how to operate their business during the pandemic?
- Did they receive any financial support from the government to run the workforce during this crisis?
- Is the government providing any support to overcome this situation regarding the light engineering sector?
- What kind of support will be needed from the project when they will reopen their businesses?
- Do they think that there will be scarcity of skilled labor after the pandemic?

For Dairy Producers' Association:

- What are the problems that you are facing related to feed, inputs, dairy milk production and selling?
  - What measures the association have taken to mitigate the problems of the dairy sector?
  - If additional support is required for dairy association, what are they ?
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**Lead Firms**

- Are they still open and continuing their sales, when did the last sale occur?
- What has been the impact on their sales?
- What they are doing at the manufacturing facilities and in the field during the lockdown period (if any)?
- How are they safeguarding their employees in the field and in manufacturing facilities? What safety measures have they taken so far?
- How are they handling their relationship with their clients?
- How are they managing importation challenges?
- Did you face any difficulties during the product supplying, especially to the dealer point?
- What measures are they taking to respond to the new context? How are they preparing for the boro rice harvest?
- Are you facing any struggle in collecting installment from the market due to the COVID crisis and what would be the better strategy to get the installment during post COVID?
- How are you managing your cash flow and what is your plan to maintain your cash flow smoothly?
- What has been the impact on in-country manufacturing as well as Ag mechanization in Bangladesh?
- What are their thoughts on the government's stimulus package? Do they think it will benefit them?
- What external support is required to face the crisis?

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**US Partners**

- How will it impact your annual sales targets/work plan?
- How is the global macroeconomic situation influencing how you view the Bangladesh market?
- What mitigation measures have you been taking?

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**Financial Providers****Service**

- Impact on loans especially disbursement & recovery?
  - Are all the branches open? If not, when they are expecting to resume their regular activities?
  - What has been the customer footfall (i.e. how many customers are visiting) in the branches in the last two weeks (high/medium/low)?
  - Did they stop providing loans or collecting loan installments (MFIs/Banks)?
  - If they are collecting installments, how are they doing it?
  - What are the latest regulatory authority guidelines?
  - How the bKash transaction is being affected during this crisis?
  - Did bKash initiate any special measurement to face the crisis?
  - Safety and hygiene measures for customers and staff?
  - How much of the transactions are still cash-based?
  - Mitigation measures?
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<b>Training Providers</b>	<b>Service</b>	<ul style="list-style-type: none"> <li>• What types of events/programs have been postponed during this situation?</li> <li>• What are the trainees doing now?</li> <li>• Did the current trainee get any financial support from the training institute or project?</li> <li>• Do you have any alternate training facilitation system?</li> <li>• Did you change any modification in the training module specially on OHS addressing mitigation measures of COVID-19?</li> <li>• Did you have any job placement plans who lost their job in this situation?</li> <li>• What other mitigation measures are you taking to face the crisis?</li> <li>• What external support do you require in this situation to continue your business?</li> </ul>
<b>Farm Business Advisors (CXB)</b>		<ul style="list-style-type: none"> <li>• What problems are you facing as an FBA due to COVID-19?</li> <li>• Are the producers, input, and output market actors demanding your support as per your expectation? If not, why?</li> <li>• As per demand of value chain actors, are you able to provide services to them? If not, why?</li> <li>• What are the measures have you taken to mitigate the problem?</li> <li>• What kind of external support do you need to perform as an FBA?</li> </ul>
<b>Input market (CXB)</b>		<ul style="list-style-type: none"> <li>• What are the major problems that you are facing due to COVID-19 (production, marketing etc.)?</li> <li>• How are you solving those problems to continue your business?</li> <li>• What are the new techniques you have applied to continue the supply chain?</li> <li>• What safety measures have you taken so far for your dealers, retailers and farmers?</li> <li>• Do you expect difficulty regarding cash flow due to the crisis?</li> <li>• If this situation is longer, what measures do you need to take to continue the supply chain and your company business?</li> <li>• Are you thinking of any additional support for continuing your business? If yes, what are they?</li> </ul>
<b>DAE</b>		<ul style="list-style-type: none"> <li>• How are you supporting rural farmers during the situation with maintaining the safety and security of your staff?</li> <li>• How to ensure agri mechanization support to farmers with help of other actors?</li> <li>• Which agriculture sector is most vulnerable due to COVID 19, why and how it is?</li> <li>• How are you going to assess the impact and plan to support the most vulnerable sector to overcome the crisis?</li> <li>• How do you think the government's stimulus package will benefit the agricultural sector?</li> <li>• What mitigation measures are you taking to keep your operations running?</li> </ul>

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**Output markets  
(agricultural produce  
purchases) (CXB)**

- Are you continuing your business now with full volume considering pre COVID situation? If not, what are the problems?
- What are the measures have you taken to mitigate those problems?
- Do you expect difficulty regarding cash flow due to the crisis?
- If the problem continues for a long time, what major problems might arise in future?
- Do you require any additional support to continue your business? If yes, what are they?

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**Local Service Providers  
(include female LSPs &  
LSP Network)**

- Due to CIVID 19 what difficulties are you facing to run your business, especially selling your services and moving from one place to another?
  - Impact on service provision especially wheat reaping/harvesting? How will you handle the upcoming harvesting season?
  - How is the crisis impacting after-sales service with spare parts and technician services?
  - If this situation is longer then what measures will be taken for the upcoming boro season?
  - How are you maintaining self-safety security during providing service at the local level?
  - Do you expect difficulty regarding cash flow due to the crisis?
  - Who others are helping you to continue your business specially line agencies? How do they help?
  - What mitigation measures are you taking for your businesses?
  - Are LSP networks still running their ongoing work? If so, what safety and hygiene measures are they taking?
  - How does the LSP network help LSPs business and communication with other relevant actors?
  - Mitigation measures for LSP networks and support to individual LSP?
  - What external support do you require in this situation to continue your business?
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**Dealers**

- What has been the impact on their sales?
- How are they handling their relationship with customers?
- Do you expect difficulty regarding cash flow due to the crisis?
- Is the outlet still open? If so, are customers visiting him?
- If it is not open, when did they close their outlets and by which time they are expecting to open their outlets?
- Cash-based transaction?
- Hygiene and safety measures at the outlet?
- Which products have been sold the most in the last two weeks?
- Which particular products will have a good demand in the next few months?
- Did you face any difficulties moving products during delivery and company supply?
- Do you maintain after sales service commitment and plan?
- What mitigation measures have you taken to continue your business?
- What kind of measures have you taken to continue seed and other input to retailers and farmers?
- What external support do you require in this situation to continue your business?

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**Spare Parts Shop Owners**

- What has been the impact on their sales?
  - How are they handling their relationship with customers?
  - Is the outlet still open? If so, are customers visiting him?
  - Do you expect difficulty regarding cash flow due to the crisis?
  - If it is not open, when did they close their outlets and by when are they expecting to open their outlets?
  - Cash-based transaction?
  - Hygiene and safety measures?
  - Which products have been sold the most in the last two weeks?
  - Which particular products will have a good demand in the next few months?
  - Did you face any difficulties with company/supplier supply?
  - What mitigation measures have you taken?
  - What external support do you require in this situation to continue your business?
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**Mechanics**

- What has been the impact on their services?
- How are they handling their relationship with customers/LSPs?
- Is the mechanic shop outlet still open? If so, are customers visiting him?
- If it is not open, when did they close their outlets and when are they expecting to open their outlets?
- Did the LSPs seek services over the phone?
- Cash-based transaction? Did you change any service charge fee during this period?
- Did you take adequate safety and hygiene measures while visiting any LSP? If so, how?
- Which services have you provided the most in the last two weeks?
- Which particular service do you think will have a high demand in the next few months?
- Did you face difficulties with spare parts supply?
- What external support do you require in this situation to continue your business?

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**Farmers**

- What are the major problems you are facing as a farmer due to COVID-19?
- What crops are you producing generally?
- What are the problems in collecting inputs?
- What are the problems that you have faced during intercultural & post-harvest operations?
- What are the problems in farming now, especially for vegetables/perishable products?
- What are the problems in getting information on production techniques, pest control and product marketing?
- Are you facing problems in selling your products? If yes, what are they (considering buyer, transport, price, labor etc.)?
- How are you mitigating those problems?
- Are you getting any support to mitigate those problems from DAE and local administration?
- What external support is required to mitigate those problems (for survival and continuation of your agricultural activities)?
- What are your thoughts on the government's stimulus package? Do they think it will benefit you?

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**Other USAID Projects**

- Strategy or plan to align the CSISA MEA initiatives in the changed situation?
- Determination of focused areas for each project in developing revised work plan or any new intervention to address the post COVID 19 situation

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**CSISA MEA Team**

- How COVID 19 is impacting your team work and what immediate, short and long term impact of your team as well as project activities?
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- Are your team providing any support to the project clients, if yes what support and how it is continuing?
  - What challenges are you suspecting to mobilize your team to the field just immediately after lockdown (internal and external)?
  - What would be the alternative or effective activities to address the post COVID 19 situation with aligning our project goal and strategy?
  - What are the major challenges to achieve the project goal and what would be your strategy or plan to overcome those challenges to achieve the project goal in COVID 19 post situation?

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**CIMMYT**

- Plan for maintaining close communication with Donor, providing them progress update and disseminating the latest development to the CSISA MEA consortia members
  - Plan for review the work plan with reflection of donor's incompleteness, current thinking and changed strategy
  - Determination of focused areas for each organization in developing revised work plan or any new intervention to address the post COVID 19 situation
-