A year of growing together.

In 2015-16, with our clients and partners, we created new business opportunities for people through flexible, field-tested, data-driven programs.
Table of Contents

1. Foreword
2. About iDE Global
3. About iDE Bangladesh
4. iDE Areas of Focus
6. iDE Themes
8. iDE Bangladesh Projects
34. iDE Pillars
38. The Leadership Team
40. Donors and Partners
In his book ‘Out of Poverty’, iDE’s founder Paul Polak provided a simple and pragmatic approach to finding innovative and compassionate solutions for the most pressing needs in the developing world. The spirit of his beliefs still drives the iDE Bangladesh team as we continue to pioneer developments in pro-poor private sector supply chains for farmer-friendly technologies.

Looking back at 2015-16, I am extremely proud to be part of this team and lead our efforts to develop sound market-based solutions for transforming communities in Bangladesh. With this year’s annual report, we are excited to present our updated and refreshed look to our partners, supporters and friends here in Bangladesh and globally. We want to express our gratitude for the tremendous support given to us by our partners who have believed in our approaches and more importantly to the communities that have taken part in this journey together with us and have given us the opportunity to serve them.

iDE has played an instrumental role in transforming agriculture practices, improving nutrition and food security, and creating economic opportunities for women to strengthen their productive participation in rural markets. We promote agro-machinery technologies that generate the best returns for rural farmers at an affordable price by demonstrating the commercial value of these technologies to the private sector at national and local levels simultaneously. We have also encouraged farmers to not just grow food, but to grow more nutritious food. With a more diversified crop base, people gain a more nutritious diet, providing them with more energy and mental ability to be successful.

Our commitment to improve access to sanitation through a market-led approach has shown tremendous progress, not only in making water, sanitation and hygiene (WASH) solutions more accessible but also making the business case for sustainable access through public and private market channels. Our passion to make sustainable clean energy a reality for rural households is exemplified by our efforts in connecting firms, farmers, and small businesses through an innovative solar micro-grid technology and practical business model. This enables the community to anticipate, adapt to, and absorb the impact of climate-related shocks and stresses.

We are increasingly engaged in women’s economic empowerment. Our recent work in menstrual hygiene management explores sustainable and scalable market-based solutions to core challenges faced by women in Bangladesh, and our recently launched women’s economic empowerment program will work to increase women’s opportunities for economic participation and decision-making through improved access to productive employment opportunities.

As our organization approaches its 35th year globally, we are excited about what lies ahead for us in 2017. On behalf of the entire iDE Bangladesh team, I want to share with you how proud we feel about our past work, how passionate we are about our future work, and how grateful we are for all of your partnership and support. Together, we can make a tremendous, positive change here in Bangladesh!

Deepak Dhoj Khadka
Country Director
iDE Bangladesh
About iDE Global

Mission
iDE creates income and livelihood opportunities for poor households.

Values
Poor women and men have the right to a secure livelihood. Markets are the most powerful force for significant, widespread and lasting impact on rural prosperity. The rural poor are customers, producers, and entrepreneurs. We listen to and learn from the people we work with. We value innovation and entrepreneurship. We are results-oriented, aiming for significant impacts for large numbers of people. We strive for economic, social, and environmental equity and sustainability.

Overview
iDE is a global development organization that co-creates with foundations, governments, individuals, for-profits, and nonprofits to develop lasting solutions to poverty. We design and deliver market-based solutions in agriculture, WASH, and finance in 11 countries across Asia, Africa, and Central America. Much more than a collection of technologies and field offices, we are a globally integrated ecosystem of nearly 1,000 staff, passionate about innovation and entrepreneurism.
About iDE Bangladesh

iDE Bangladesh was established in 1984 as iDE’s first country program. The program pioneered the development of private sector supply chains for manual irrigation pumps, recognizing the huge productivity constraint that a lack of steady access to water had on rural farmers. After an initial success promoting the rower pump, we found an efficient and cost-effective solution to the problem of water control in the treadle pump. To date, more than 1.5 million treadle pumps have been sold in Bangladesh, creating 1.4 billion dollars in net additional income per year.

We have evolved from the early treadle pump days. Today, iDE Bangladesh operates projects in the areas of access to finance, agriculture, design, food and nutrition security, WASH, and women’s economic empowerment. We use a market-oriented development model to improve the lives of the low-income groups. We seek to understand base-of-the-pyramid customers, analyze market constraints, and explore high-value market opportunities - with the ultimate goal of catalyzing pro-poor change that is sustainable, scalable, and inclusive.

2015-16 in Numbers

- **$148**
  Increase in Annual Income

- **99,977**
  Households Impacted

- **11.8**
  Cost-to-Benefit Ratio

- **499,885**
  Individuals Impacted
Agriculture for Entrepreneurs

Small-scale farmers grow 80 percent of the food available in rural areas. We're creating business opportunities that result in greater income for farmers, their families, and their communities.

Markets for WASH

Diarrheal disease causes more deaths in children under five than malaria, tuberculosis, and HIV-combined. We're taking on this global crisis by building markets for sanitation, clean water, and hand hygiene.

Access to Finance

We engage financial institutions to develop loan programs that enable people to make purchases with little or no collateral.
iDE pioneered the development of private-sector supply chains for farmer-friendly technologies, resulting in productivity gains for more than 1.5 million households in Bangladesh by 2004.

Since then, we have combined the promotion of appropriate technologies with strengthened markets by deploying our “Firm to Farm” approach, which connects large national companies with over 30,000 last-mile entrepreneurs.

The results are sustainable sources of seeds, fertilizer, and advisory services, along with improved access to buyers and market information, that continue to improve incomes and opportunities.

While the public and development sectors have made tremendous progress in promoting hygienic water and sanitation practices in recent years,

iDE focuses on catalyzing the country’s private sector to lead the delivery of sustainable WASH solutions for low-income consumers. To do so, we work with national companies that supply toilets and water filters to reconsider low-income people as viable, long-term customers.

In parallel, we support over 1,000 entrepreneurs across the country in becoming more effective and profitable providers of affordable, aspirational, and effective WASH products and services.

Poor access to effective forms of credit is one of the key constraints for small-scale farmers in improving their productivity and food security. Although many microfinance institutions and NGOs try to fill the financial gap, farmers and micro-entrepreneurs are typically cut off from flexible credit services that understand their unique balance of commercial aspirations and necessities.

iDE employs a “Firm to Farm Finance” approach to rural financing in Bangladesh, which combines farmer-friendly financial product development with bank and microfinance institution partnerships. This approach demonstrates that inclusive lending to small-scale farmers and entrepreneurs is not only possible, but profitable.
IMPACT BEYOND

NUTRITION TO THRIVE
Vitamin-rich crops provide families and communities with the energy and mental ability they need to be successful.

GENDER EQUALITY
Men and women participate as customers and entrepreneurs, strengthening their families and livelihoods.
People need more than money to realize their potential. We must develop innovative and compassionate solutions that resolve fundamental inequalities.

INCOME

FOOD SECURITY
Sustainable farming practices ensure the availability of food while protecting the environment and health of communities.

RESILIENCE TO CLIMATE CHANGE
Farmers have access to practical strategies to deal with unpredictable weather and its effects.
Since the inception of the project, more than 58,000 farmers have benefited from mechanization and agricultural services.
Cereal Systems Initiative for South Asia - Mechanization and Irrigation (CSISA-MI)

Seeding the market with the right agricultural technologies

Over half of the farmers in southern Bangladesh lack access to affordable farm machinery such as irrigation pumps, seeders, and reapers. Additionally, labor shortages and the high cost of labor and fuel, along with an underdeveloped agricultural machinery market system, constrain farmer productivity and limit smallholder profitability. The Cereal Systems Initiative for South Asia - Mechanization and Irrigation (CSISA-MI) project, funded by USAID, addresses this issue to unlock farmers’ productivity and increase their household incomes. The project began in 2013 and will continue until 2018.

The International Maize and Wheat Improvement Centre (CIMMYT) is leading the project in partnership with iDE to promote a transformative shift for small-scale farmers towards the uptake of affordable and appropriate technologies by strengthening the supply chains of key manufacturers, dealers, and maintenance mechanics.

iDE’s role in CSISA-MI is to develop the market system for target agricultural machinery through partnerships with private sector importers and manufacturers, financial institutions, government stakeholders, local dealers, and other market actors such as mechanics and spare parts shops.

CSISA-MI promotes three core technologies to drive more precise and resource-conserving agriculture practices: axial flow pump, power tiller operated seeder, and reaper. These machineries boost yields by maximizing the productive use of soil moisture, fertilizer, and seed, while saving farmers’ time, labor, and money.

More than USD 2.2 million of new private sector investment has been leveraged to introduce and expand technology and agriculture services used by farmers; roughly 2,000 target machines have been sold within the project’s working area.

CSISA-MI trains local service providers (LSPs) - local entrepreneurs who purchase the equipment and provide affordable services to farmers - to use and maintain agricultural machinery. The project also delivers business and financial management training and helps link these LSPs to new customers, local mechanics, sources of spare parts, and financial institutions. The project supports access to finance for potential LSPs through partnerships with microfinance institutions and private companies.

CSISA-MI catalyzes commercial import, manufacturing, marketing, sales, and after-sales services of target machinery. This is a profit-driven model where the companies, dealers, LSPs, and farmers all experience increased revenues - creating a value chain for the target machines and machine services that will sustain beyond the life of the project.
iDE conducted a rapid market appraisal to identify income-generating activities for poor households.
The Suchana program is a seven-year initiative that aims to prevent chronic malnutrition in children in the first 1,000 days of their lives. The program adopts an integrated approach to nutrition specific and nutrition sensitive interventions and aims to develop a sustainable and replicable model that can be scaled. Suchana is funded by the UK Department for International Development and the European Union, and is implemented in Bangladesh by a consortium of partners, including Save the Children, iDE, WorldFish, Helen Keller International, and implementing agencies Center for Natural Resource Studies (CNRS), RDRS, and Friends In Village Development Bangladesh (FIVDB). icddr,b will carry out the impact monitoring of the project.

The primary goal of Suchana is to achieve a significant reduction in the incidence of stunting among young children in the districts of Sylhet and Moulvibazar in Sylhet division. Over a period of seven years, this will be achieved through the delivery of a set of integrated nutrition-specific and nutrition-sensitive interventions in partnership with the Government of Bangladesh, NGOs and private sector actors to enhance food and nutrition security of very poor households. The project seeks to develop a cost-effective, replicable and scalable model to prevent stunting among beneficiary groups in the program areas and beyond.

iDE’s provides technical advisory services related to strengthening market linkages and capacity building of the consortium partners on market-based approaches. This includes providing strategic and operational advice on market development; capacity building and mentoring of staff, especially in the execution of market-smart practices with the aim of delivering sustainable improvements in nutrition and health outcomes through increased incomes and economic growth.

During the first phase of the program, iDE was focused on designing contextualized rapid market appraisal (RMA) training and exercise consolidating iDE’s established processes and learning from decades of experience in market-based development into an easy-to-implement approach, taking into account gender-sensitive income-generating activities for extreme poor and moderate poor households.
SanMarkS applies Human-Centered Design to develop products and services that businesses can profitably produce and sell.
The purpose of Sanitation Marketing Systems (SanMarkS) is to contribute to UNICEF WASH Program Component Result (PCR), which aims to ensure that socially excluded and economically marginalized groups increasingly utilize and participate in the management of safe and sustainable sanitation facilities.

The project aims to increase access and use of improved sanitation services and hygiene behavior by poor and disadvantaged individuals and households. By stimulating private and public sanitation service providers to sustainably expand equitable provision of improved sanitation services, the poor and disadvantaged individuals and households are reached. The project aims to strengthen the capacity of local government institutions and national-level government institutions to accelerate and coordinate equitable provision of improved sanitation services to poor and disadvantaged individuals and households.

By improving the sanitation market systems in Bangladesh, the most disadvantaged households that currently do not have access to proper sanitation facilities have been able to access services tailored to their needs and their financial capacity, which are offered by the private sector in a sustainable manner.

The project undertakes a number of activities to improve sanitation services which include: a market-based approach that addresses demand and supply to increase the use of improved sanitation; applying commercial and social marketing techniques to promote hygienic sanitation services; applying Human-Centered Design to develop products and services that businesses can profitably produce and sell; and investing in business and production skills and market facilitation activities to expand supply and sales.

As a result of the project, funded by UNICEF and Swiss Agency for Development and Cooperation (SDC) and implemented by iDE, private sector service providers in collaboration with public actors respond to the needs and demand of the rural poor and to provide improved sanitation services. These solutions are sustainable through the economic, social, and health benefits they provide to the entire market system.
Powering Aquaculture was selected as one of the winners of the PAEGC: Second Global Call for Innovations under the USAID Global Innovation Lab.
Powering Aquaculture

Unlocking clean energy opportunities to electrify hatcheries and households

Powering Agriculture: An Energy Grand Challenge for Development (PAEGC) seeks to identify and support new and sustainable approaches to accelerate the development and deployment of clean energy solutions for increasing agriculture productivity and/or value in developing countries.

iDE’s initiative - “Powering Aquaculture: Innovating Clean Energy Development for Off-Grid Hatcheries and Communities in Bangladesh” - was selected as one of the thirteen winners of the PAEGC: Second Global Call for Innovations under the USAID Global Innovation Lab in 2015. Renewable World is serving as iDE’s technical partner in the implementation of this project. The 30-month project will run until June 2018.

Powering Aquaculture aims to facilitate a cost-effective, clean energy solution (CES) that will reduce energy costs and increase productivity for hatcheries and household fish-raisers while providing domestic energy access for nearby homes. The CES combines the technology of solar and solar/wind micro-grids and mobile network metering with a joint venture business model between fish hatcheries and private sector companies to provide power for water pumping and lighting for off-grid fish hatcheries and small fish farmers in Bangladesh. This system is expected to increase demand for fish fingerlings and increase profits, strengthening local economic prospects for all parties: enabling profitable opportunities for companies/developers in renewable energy systems in the process.

It is anticipated that this innovative CES will improve farmer and agribusiness income-generating opportunities and revenues; increase energy efficiency and associated savings within the operations of farms and agribusinesses - contributing to a low carbon aquaculture sector in off-grid areas of rural Bangladesh; and enhance agricultural productivity amongst surrounding houses that engage in aquaculture and fish production by reducing pumping costs and increasing energy availability.

iDE, in partnership with Renewable World, is leading the project which incorporates Human-Centered Design approaches for technological solutions and builds on iDE’s private sector engagement experiences for business and financial modeling for the adoption and sustainable operation of CES.

Funded by

Implemented by
PROOFS aims to improve the food and nutrition security of 340,000 base-of-the-pyramid producers and consumers in northwest and southwest Bangladesh.
Profitable Opportunities for Food Security (PROOFS)

A holistic approach to improving the lives of rural households

PROOFS is a four-year project, which aims to improve the food and nutrition security of 340,000 base-of-the-pyramid (BoP) producers and consumers in northwest and southwest Bangladesh.

Funded by the Embassy of the Kingdom of the Netherlands, the project is being implemented by ICCO Cooperation in partnership with iDE, BoP Innovation Center and Edukans. The project covers four districts in the northwest: Gaibandha, Kurigram, Nilphamari and Rangpur; and three districts in the southwest: Barisal, Bhola, and Patuakhali.

In PROOFS, iDE leads interventions aimed at improving BoP producers’ access and ability to compete in local agricultural market systems, and, on the WASH side, increasing access to affordable improved WASH technologies.

PROOFS’ innovative approach works with intermediary market actors to develop inclusive business models that target products and services to BoP producers and consumers. Simultaneously, PROOFS builds the business and financial capacity of these market actors to strengthen their linkages with other stakeholders, public sector and private companies.

In WASH interventions, iDE pilots and commercializes feasible technologies as well as building the knowledge of good practices by training local market actors, Private Latrine Producers (PLPs). The project aims to support the graduation of FBA and PLP businesses into profitable and sustainable enterprises that will continue to provide products and services to BoP producers beyond the life of the project.

In agriculture interventions, iDE identifies and develops the capacity of Farm Business Advisers (FBAs) who provide access to and information on agricultural inputs, production and output markets to BoP producers, whilst capturing a share of the value created as income. The project also facilitates BoP producers forming Farm Business Groups as a platform for small producers to improve their retail and distribution channels through aggregating their input demand and collectively selling their output products - overall increasing producers linkages to regional, national and international companies.

Funded by

Implemented by
WEESMS aims to provide greater opportunities for women to access the labor market.
Funded by the Swedish International Development Cooperation Agency (Sida), the Women’s Economic Empowerment through Strengthening Market Systems (WEESMS) project aims to provide greater opportunities for women to access the labor market. The initiative will focus on increasing women’s opportunities for economic participation and decision-making through improved access to productive employment options with small and medium enterprises (SMEs) led by women entrepreneurs. Launched in July 2016, the project will continue until 2021.

Following a rigorous market research and sector selection process, the WEESMS project will aim to increase the number of women entrepreneurs and growth of women-led SMEs, improve women’s access to formal and informal employment opportunities, and increase retention rates of women already in the labor market across the targeted sectors.

iDE is the technical lead on the application of the making markets work for the poor (M4P) approach and Donor Committee for Enterprise Development (DCED) best practices. In partnership with The Asia Foundation, the project utilizes the M4P approach, but is explicitly women-targeted. It seeks to facilitate an environment that fully focuses on women becoming more economically empowered.

A balanced blend of M4P and Women’s Economic Empowerment (WEE) approaches makes it a unique and exciting project. Combining M4P and WEE into this single approach has therefore resulted in a project that focuses on uncovering and maximizing productive work opportunities for new women entrants in growing economic sectors while supporting better working situations for women already in work. It also implements a gender mainstreaming approach that will ensure an understanding of gender dynamics and a collaborative effort to promote gender equality is central to all core processes in the project.
The Enhancing Market Linkages component of PROSHAR seeks to develop market infrastructure to link the poorest and most vulnerable farmers with more viable market actors.
The USAID-funded Program for Strengthening Household Access to Resources (PROSHAR) is led by ACDI/VOCA and implemented in partnership with iDE, PCI, CODEC, Muslim Aid, and Shushilan. PROSHAR supports the members of farm and non-farm business groups to develop market linkages with local, regional and national level buyers.

iDE leads the Enhancing Market Linkages (EML) component of PROSHAR, which seeks to develop market infrastructure to link the poorest and most vulnerable farmers with more viable market actors. iDE facilitates the capacity building initiative for partner NGOs (PNGOs) to implement market development interventions with PROSHAR participants for both farm and non-farm products and ultimately assist PROSHAR beneficiaries to create sustainable market linkages. To support these aims, iDE nurtures and assists the formation of various market actors, including: Farm Business Groups (FBGs), Farm Business Advisors (FBAs), Collection Points (CPs) and Local Service Providers (LSPs).

The EML-PROSHAR project works in three upazilas (sub-districts) of the Khulna division: Botiaghata, Lohargara and Sarankhola. A total of more than 7,500 beneficiaries are spread over the three upazilas that spans three sub-sectors. To support the core beneficiaries, market linkages with other market actors (such as LSPs) are strengthened to provide the farmers with opportunity to avail inputs and services on a timely manner so as not to hamper the production process.

The project has seen an increase in the number of commercial behaviors (such as FBG members who were involved with bulking), increased sales from FBG groups, and increased market access for both agricultural smallholders for alternative livelihood groups members.
CMDI aims to develop char market systems in northwest Bangladesh.
Char Market Development Initiative (CMDI)

The business of livestock sees a rise

The Char Market Development Initiative (CMDI) is a component of the Markets and Livelihoods Unit of the Char Livelihoods Program (CLP). The CLP is jointly funded by UKaid through the Department for International Development and the Australian Government through the Department of Foreign Affairs and Trade (DFAT), sponsored by the Rural Development and Co-operatives Division of the Government of Bangladesh's Ministry of Local Government, Rural Development and Co-operatives, and implemented through Maxwell Stamp Plc.

The CLP's core initiative is a package of support for the poorest households which includes productive assets, an earth platform raised above recent record high flood levels, a sanitary latrine, access to a supply of safe water, and a monthly stipend for eighteen months. CMDI is aimed at developing char market systems in Sirajgonj, Pabna, Bogra, Gaibandha, Rangpur and Kurigram in northwest Bangladesh.

iDE's role in CLP through CMDI is to support the establishment of durable supply chains for livestock inputs and improved technologies into the char areas, and build business skills amongst char dwellers to enable them to negotiate better products and services.

The primary objective of CMDI is to identify high value market opportunities for CLP beneficiaries and other livestock producers across the meat fattening and fodder inputs sub-sectors to build market system and economic opportunities. IDE supports local service providers to offer improved services for smallholders by expanding their range of inputs, developing their brands, and establishing strong linkages with buyers on the mainland.

To ensure the availability of green fodder in chars, the project team facilitates different activities with intensive engagements of the private sector actors and other relevant market players. 70% of the beneficiary households have seen an increase of nearly BDT 12,000 in their annual income.
SanMark - CITY aims to adapt and develop commercialization channels for four improved on-site sanitation technologies for urban areas.
SanMark - CITY

Intelligent design in urban on-site sanitation

SanMark - CITY, a sanitation research and marketing project funded by the Bill and Melinda Gates Foundation, is led by ICCO Cooperation in partnership with iDE and DSK, a local NGO.

The project is designed to explore the critical gap that exists in introducing, adapting and sustaining affordable on-site sanitation technologies for urban low-income slum communities on a large scale.

It aims to adapt and develop commercialization channels for four improved on-site sanitation technologies for urban areas of Bangladesh. To do so, iDE led the incorporation of our Human-Centered Design process with strategic research and planning for technology commercialization.

The technologies such as Tiger Toilet, Enbiolet, Biofil and Sun-Mar are being tested for their technical feasibility, contextual application and use, business and financing model for its scalability and consumer level desirability.

As the lead partner on product testing, consumer feedback and analysis, and commercialization strategizing, iDE focuses on developing production and distribution business models for the successfully feasible technologies tested by engaging key stakeholders in the private, public and non-governmental sectors toward a sustainable commercialization pathway in Bangladesh.
SanMark - SEAMs operates around four key results: training, product development, linkage strengthening, and networking building.
Sanitation Marketing in Southern and Eastern Area Markets (SanMark - SEAMs)

A stream of sanitation achievements

The UNICEF-funded Sanitation Marketing in the Southern and Eastern Area Markets (SanMark - SEAMs) project is led by iDE in partnership with the Government of Bangladesh and Bolipara Nari Kalyan Samity (BNKS). Launched in 2014, the two-year project is being implemented in Brahmanbaria, Rangamati, Khulna, and Patuakhali districts.

SanMark - SEAMs’ target is to ensure that socially excluded and economically marginalized groups increasingly utilize and participate in the management of safe and sustainable sanitation facilities. The project aims at finding the ‘seams’ between large-scale ongoing modalities of sanitation programming and markets-based solutions related to sanitation marketing.

SanMark - SEAMs investigates how customer-oriented solutions to sanitation could be deployed across ongoing UNICEF WASH program areas. These investigations lead to the piloting of innovative sanitation products and service delivery models. As a result, it fills an important gap that existed in addressing sanitation in rural Bangladesh.

The project provides necessary knowledge and skills for sustainable improvements in sanitation programming that integrates the private sector into rural sanitation markets in a manner that supports existing WASH programs in achieving the Millennium Development Goal related to sanitation. SanMark - SEAMs operates around four key results: training, product development, linkage strengthening, and networking building. The center of this model has been local sanitation service providers and the development of their businesses through targeted capacity development.

SanMark - SEAMs facilitates improved sanitation product sales for improved health outcomes; and utilized the Human-Centered Design process for research, development, and demonstration of customer-oriented hygienic latrine products and markets-based business and service delivery models. The project has resulted in the sales of 14,342 hygienic latrines.
SanMark SUPPORT: BRWSSP

Promoting sustainable sanitation services through the public sector

The Bangladesh Rural Water Supply and Sanitation Project (BRWSSP) is funded by the World Bank - Water and Sanitation Program (WSP) and implemented by the Department of Public Health and Engineering (DPHE) of the Government of Bangladesh (GoB), with consulting support from iDE.

BRWSSP aims to promote sustainable sanitation services, particularly emphasizing improving the quality of sanitation coverage, among the project’s target population.

To achieve this goal, iDE provides technical assistance to DPHE in order to enhance the capacity of small-scale sanitation entrepreneurs in producing various hygienic latrines and different communication tools for marketing sanitary products in their communities.
The Technical Assistance for Sanitation Marketing to Community Development Initiative 2 (CDI 2) WASH Program of International Federation of Red Cross and Red Crescent Societies (IFRC) is funded by the Australian Red Cross and implemented in partnership with Bangladesh Red Crescent Society (BDRCS) and iDE. The four-year project began in September 2013.

Within CDI 2, iDE aims to enable vulnerable communities in targeted areas to address their WASH related needs as part of the IFRC’s broader resilience-focused program.

iDE acts as a technical advisor to the program, leading on market-based approaches, Human-Centered Design, and sanitation marketing. These include undertaking activities such as hygiene promotion, water testing training, sanitation marketing to support latrine construction, water supply provision, and improved water resource management.
Menstrual Hygiene Management (MHM)

Scaling up menstrual hygiene products and services

The International Federation of Red Cross and Red Crescent Societies (IFRC) is in the Seed Phase of the Menstrual Hygiene Management (MHM) project, which aims to create a supportive environment for women and girls to be able to manage their menstruation hygienically, safely, in privacy, and with dignity in schools and in homes.

iDE supports IFRC by identifying potential private sector partners to design and scale up the production of menstrual hygiene products and services. To do so, iDE works closely in evaluating various private and public institutions that have proven technical skills and distribution models to support the adoption of MHM products in Bangladesh as potential partners for the next phases of the project.

iDE also provides insight into existing products and services that existed at the time in the market – complementing IFRC’s research efforts.
The Enhanced Coastal Fisheries (ECOFISH - BD) project supported coastal fishing communities and other resource ecosystem users and key stakeholders to improve the resilience of Meghna River estuarine ecosystem and the livelihoods it sustains.

iDE’s technical assistance engagement in the project is to provide market specific skills and knowledge in the development of implementation strategies, which included a keen focus on understanding the market systems-based challenges around creating improved and sustainable economic and livelihoods opportunities.

iDE’s role has been to ensure that appropriate community institutions and market infrastructures have been identified and engaged as an entry point of ECOFISH-BD project’s larger intervention strategies and such critical links have appropriately strengthened and incentivized to continue to accrue benefits for women and target communities.
The Agricultural Learning Exchange for Asian Regional Networking (AgLEARN) project, funded by the Regional Development Mission for Asia (RDMA) of USAID, is implemented by iDE in Bangladesh in collaboration with the Asian Institute of Technology (AIT), Bangkok, Thailand.

AgLEARN aims to improve farm productivity through innovative farming practices that suit the conditions of smallholders.

iDE contributes to AgLEARN's activities in Bangladesh through promoting high-quality, high-value crops to enable smallholders to increase their farm productivity and linking them to accessible supply chains.
Smallholder Solar Pump Technology Testing and Assessment in Bangladesh

Using a Human-Centered Design approach to technology research

Thermofluidics, a clean tech start-up, has developed an innovative and efficient heat-powered water pump for smallholder irrigation that foster the use of clean, low-cost and efficient technology for smallholder irrigation. The core design uses a double-acting hydraulic ram pump to lift water, and in partnership with iDE the project seeks to test the design and commercialization model for these prototypes.

iDE will focus on using Human-Centered Design ‘deep dive’ research to provide contextual information on farmer irrigation and solar pumping habits, opportunities for developing inclusive financing models, and explore distribution models. The program begins with field trials in two phases starting from iDE’s Technology Centre, where the partners will collect performance information and feedback on the pumps and moving towards field-testing in the near future.
Start with People

People are more likely to invest their money in a solution that comes from their own ideas and desires. Using Human-Centered Design, we make no assumptions about what people want or what the final solution should look like.

Instead, we develop a deep understanding of people’s lives to inspire our designs and market-based ideas. By asking first, we reduce risk and achieve success that is sustainable and scalable.

If you want to know how to improve people’s lives, ask them.
One size doesn't fit all

Design to Context

Solutions to alleviate poverty and improve livelihoods aren't universal. They have to be tailored to meet local contexts: social, cultural, political, and environmental. In order to accomplish this, our organizational structure is intentionally decentralized, allowing for visionary leadership in the field, not just back at headquarters. Our country directors live in the countries they support. They lead teams that are constantly in contact with our clients. And once we start designing solutions for a need, we are committed to staying in that country until we have achieved our goals.

We also focus on technology designs that fit within the context of each particular farm, village, region, and country. We design and promote resource-smart technology that acknowledges local challenges and strives to make the most of limited funds, energy, labor, and water.
Business Delivers

The poor work hard: growing food, tending a market stall, pouring cement into a mold. Today they are struggling to get by, but with training, tools, and opportunities, they can become successful employees, sales agents, business operators, and entrepreneurs.

We mobilize the private sector by building a strong business case for marketing to the poor. By sharing decades of lessons from successes and failures and ever-changing customer insights, we reduce the risk and challenge of market entry for businesses of all sizes. We take special care to ensure that we’re building markets that can continue to strengthen after we move on, and are inclusive of marginalized people - those without access to land, capital, or information.

Where markets are so broken that basic market infrastructure does not exist, iDE creates financially viable social enterprises that are dedicated to social, environmental, and financial goals.
Results Rule

It’s in our DNA to be uncomfortable with the status quo. And data is one of our most powerful tools to shake things up. It allows us to critically reflect on what we’re doing, and helps us to make better decisions. Whether we’re testing a hypothesis in a controlled petri dish, or validating anecdotal evidence in a way that’s rigorous and defensible—data informs our decisions.

iDE is pioneering a dynamic cloud-based information system that connects every segment of our operations. This integration enables us to have real-time data so we can analyze our quality and reliability, cost-effectiveness, progress towards targets, and key performance indicators. But more importantly, it helps customers get their toilets delivered faster and cheaper.

Real-time data allows us to quickly prioritize investments that work and eliminate those that don’t.
The Leadership Team

Deepak Dhoj Khadka  
Country Director

Md. Nurul Amin  
Deputy Country Director - Operations

F. Conor Riggs  
Deputy Country Director - Programs

Muhammad Mahfuzur Rahman  
Director - Finance

Md. Enamul Haque  
Director - Operations

Kevin Robbins  
Director - Programs

Saroja Thapa  
Manager - Grants and Contracts

Md. Afzal Hossain Bhuiyan  
Advisor - Strategic Partnership
The Leadership Team

Md. Borhan Uddin  
Team Leader - HR and Admin

Jeremy Davis  
Lead - PROOFS

Hema Kabali  
Lead - Powering Aquaculture

Sameer Karki  
Lead - Suchana

Jess MacArthur  
Lead - SanMarkS

Md. Mianur Rahman  
Lead - CSISA-MI

Farzana Chowdhury  
Manager - Admin

Hedyiet Ullah  
iQ Manager - Programs
Donors and Partners

Donors

Australian Aid
Australian Red Cross
Bill & Melinda Gates Foundation
Department for International Development, United Kingdom
Duke Energy
Embassy of the Kingdom of the Netherlands
European Union
German Federal Ministry for Economic Cooperation and Development
Overseas Private Investment Corporation
Swedish International Development Cooperation Agency
Swiss Agency for Development and Cooperation
Thermofluidics Ltd.
United Nations International Children's Emergency Fund
United States Agency for International Development
Wellcome Trust
World Bank

Public Sector Partners

Agricultural Information Services
Bangladesh Agricultural Development Corporation
Bangladesh Agricultural Research Council
Bangladesh Agricultural Research Institute
Bangladesh Agricultural University
Bangladesh Institute of Development Studies
Bangladesh Institute of Nuclear Agriculture
Bangladesh Rice Research Institute
Department of Agriculture Extension
Department of Fisheries
Department of Livestock Services
Department of Public Health Engineering
Directorate General of Family Planning Bangladesh
Government of Bangladesh

Private Sector and Finance Partners

A. R. Malik Seed Company (Pvt.) Limited
ACI Godrej Agrovet Private Limited
ACI Motors
ACI Seed
Acme Agrovet & Beverage Ltd.
Action in Development
Advanta
Agrico
Alim Industries Ltd.
Electro Solar Power Ltd.
EON Group
Fishtech BD Limited
Folia
Getco Agro Vision Ltd.
Grameen Intel Social Business Ltd.
Grameen Jano Unnayan Sangstha
Ispahani Agro Limited
Ispahani Biotech
Jagorani Chakra Foundation
Janata Engineering
Lalmoni Agro Ltd.
Lal Teer Seed Limited
Novartis
Padakhep Manabik Unnayan Kendra
Polygon Resources
Rahimafroz Renewable Energy Ltd.
RFL
Royal DeHeus Group
Society Development Committee
Syngenta
The Metal (Pvt.) Ltd.
TMSS
United Finance Limited

Academic Partners

Asian Institute of Technology
Bangabandhu Sheikh Mujibur Rahman Agricultural University
Bangladesh Agricultural University
Bangladesh University of Engineering and Technology
Carnegie Mellon University
George Washington University
iDE Bangladesh would like to thank Jess MacArthur, Hema Kabali, Saikat Mojumder/CSISA-MI, Fahad Kaizer, Zahra Khan, Ranak Martin and Allison Joyce for the photographs used in this report.

All rights reserved. Any transformation, modification or use of this publication without prior information from iDE Bangladesh will be a violation of copyright law.

© iDE Bangladesh
Business is great at creating wealth, so let’s put it to work for the poor. Let’s hear it for supply chains. And micro loans. And sales agents on motorbikes. Let’s give people a chance to earn an income and buy beneficial, aspirational products that can transform their health and lives. Let’s put our entrepreneurial spirits to work for good.