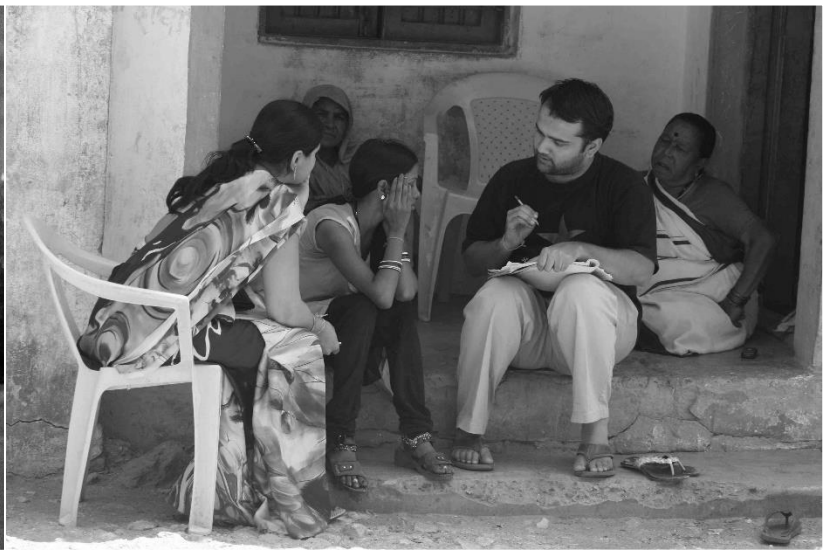
JOHNS HOPKINS UNIVERSITY

SCHOOL OF ADVANCED INTERNATIONAL STUDIES

PRACTICAL RESEARCH METHODS IN INTERNATIONAL DEVELOPMENT

Evaluation of "Women's Advancement in Rural Development and Agriculture"

CLIENT NAME: TECHNOSERVE INDIA



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1. Introduction

The Women’s Advancement in Rural Development & Agriculture (WARDA) is a Women’s Economic Empowerment (WEE) program by TechnoServe, in collaboration with the World Bank and the State Rural Livelihood Mission (SRLM) in Bihar, India (known as JEEViKA). The program enables equitable participation of and value capture by women smallholder farmers (SHFs) in the agricultural markets, across Bihar, India. The two-year pilot program, which was launched in 2017, is facilitating the creation of gender-sensitive agricultural value chains by strengthening market systems, crowding in the private sector, influencing policy frameworks, and leveraging JEEViKA’s existing community institutions including Self Help Groups (SHGs), Producer Groups (PGs) and Farmer Producer Companies (FPCs). The program has reached 4,000 women SHFs, across 2 districts of Bihar, by November 2019.

Women SHFs individually do not have the wherewithal to meaningfully participate in the agricultural markets. Moreover, merely aggregating them into community institutions such as SHGs, PGs and FPCs are also not enough to enable their economic empowerment. WARDA adopts a multi-pronged approach to integrate women into the agricultural markets by leveraging the collective strength of women-owned FPCs, building the capacity of the FPCs to function as commercial business entities, creating additional value by making the agri-value chains more efficient and disintermediated, and helping the Women SHFs capture the additional value created through the FPCs. The program after initial two pilot phases have reached to an inflexion point where the FPCs have proved their business models, and the participating women SHFs have demonstrated a degree of sophistication in running and managing these FPCs. However, there is a huge potential to further support the FPCs to enter the next phase in their lifecycle of reaching commercial scale and viability, thereby becoming dominant market actors, with substantial negotiating power.

Given the uniqueness of the model and the vision to replicate it in other contexts, TechnoServe India commissioned an evaluation agency to conduct a process evaluation. The objective of the evaluation is to document the implementation fidelity of the WARDA programme, assess the barriers and facilitators in implementation, and evaluate the programme’s potential for sustainability and scale-up. The process evaluation uses primary and secondary sources of information, focusing on the first two phases of the programme, spanning between December 2017 to November 2019.

1.1 Farmer Collectives in the Indian Context

Though the Indian agricultural sector can boast of being self-sufficient in food and leading the production in certain horticultural, dairy, and high-value agricultural products, there are signs of growing agrarian distress especially among the smallholder farmers who constitute the bulk of the agrarian structure (Chand, 2017; Dalwai, 2017; Dev, 2012). To illustrate, almost 86% percent of agricultural landholding is held by small and marginal farmers (GoI, 2016). Compounding the problem is the increasing trend in the proportion of smallholder farmers. Between 1971 and 2011, the number of smallholders has increased from 70% to 85% (Nadkarni, 2018). Similarly, the income of farmers, measured as Gross Domestic Product (GDP) per worker has declined by almost 50%, from .28 to .15, between 1971 and 2011 (Nadkarni, 2018).

The state of Bihar is no exception. In 2010-11, 74% of land holdings in the state were less than 0.5 hectares in size and 91% were less than 1 hectare (Agricultural Census). These percentages have increased rapidly over time. The average size of holdings, already very small in 1995-96 (0.75 hectares), declined to only 0.39 hectares by 2010-11.

Academic research supports the claim that small farm size inhibits productivity increases. For example, Foster and Rosenzweig (2011), using data on Indian farms, show that profits per acre increase with landholding size. They attribute much of this increase to economies of scale associated with farm mechanization. Farmers are significantly more likely to use a tractor on their larger plots, and farmers with greater landholdings invest significantly more resources in mechanized implements. Bihar is worse off given that yield rates for major crops are lower compared to national averages. Data for 2014-15 reveal yields of 1951 kgs/ ha for rice and 1851kgs/ ha for wheat, relative to India averages of 2390 and 2872 for rice and wheat respectively. It is important to note here though that maize is amongst the few crops for which yield rates in Bihar are higher than the India average (3049 kgs/ha in 2014-15 for Bihar, relative to an India average of 2557).

It is in this context that the idea of aggregating farmers and smallholders into producer collectives has emerged as the predominant solution. In the policy space, the emphasis on producer collectives in the recently constituted committee on Doubling Farmer’s Income and multiple mentions in the budget speech bear testimony to the growing popularity of this idea (Dalwai, 2017).

Although the basic idea of aggregating farmers through farmer collectives and cooperatives goes back to 1904 in India, the institutional reforms towards market integration have gained ground in

recent years, especially after the amendment to Companies Act in 2002. Additionally, there has been a marked shift in terms of the overall approach towards developing the agricultural sector. The following excerpt from the preamble of National Policy Guidelines (2013) illustrates the market-orientation as well as the focus on smallholders emphatically.

“Collectivization of producers, especially small and marginal farmers, into producer organisations has emerged as one of the most effective pathways to address the many challenges of agriculture but most importantly, improved access to investments, technology and inputs and markets.” (DoAC, 2013, p. 16)

The National Bank for Agriculture and Rural Development (NABARD) an apex development finance institution in India defines a Producer Organisation (PO) as a formal body constituted by “primary producers, viz. farmers, milk producers, fishermen, weavers, rural artisans, craftsmen” (NABARD, 2015). The allowed legal forms under POs are producer company, cooperative society, or any formal body that provides for the distribution of profits among the members (DoAC, 2013).

FPOs have spread widely in India and a recent estimate puts the total number of FPOs to be around 6,000 (Srinivasan & Srinivasan, 2017). Going by the recent trends, the Farmer Producer Company (FPC) has been the preferred legal form amongst different types of FPOs, covering all the 29 states of India, most evident in the data published by SFAC (SFAC, 2018).

There is, however, little evidence on the successful model of producer collectivisation in India as the efforts towards evaluating FPOs in India are nascent at present1. Recent studies outside India suggest mixed and context-specific impacts of FPOs on farm income, productivity and resilience, and other social sectors (Falkowski and Ciaian, 2016). There are a few success stories finding mention in the published literature from India with classic cases, such as AMUL, Mahi FPC (Shah, 2016) and Self-Employed Women’s Association (SEWA) (Desai & Joshi, 2014), besides recent work on cases, such as Luvkush Producer Company (Chauhan, 2016), VAPCOL (Sarkar & Sinha, 2013; Trebbin & Hassler, 2012), Green Army (Alex, 2014), and few others.

Given the sparse literature, little is understood about the impact of FPOs and even less so about the barriers and enablers and the role of the ecosystem in facilitating their effective functioning. A review of the literature on FPOs shows that evidence is scant and inconclusive about the impact of FPOs on farmer income- the very raison d'etre for promoting farmer collectives.

2. Theory of Change and Research Objective

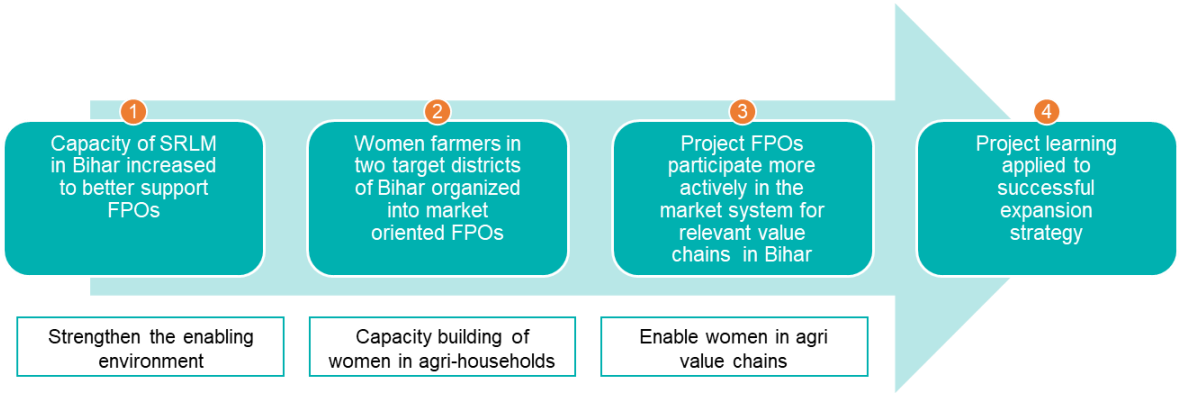

Figure: Theory of Change

The main objective of the process evaluation is to document programme implementation fidelity, including identifying the enabling factors and implementation challenges that determine the programme success and WARDA’s potential for sustainability and scale-up. There are several reasons why this is important. First, if the program falls short of expectation, then one reason might be how the program (or certain components of it) was operationalized. Therefore, it is useful to find out what actually happened in the program and thus identify implementations issues that might have “dampened” program outcomes or produce entirely different outcomes altogether. Second, this study gathers feedback from various stakeholders that might be helpful for the implementation team to fine-tune/optimize the program activities. Third, although the causal impact of the program cannot be evaluated from this study, we can use in-depth interviews (IDIs) and focus group discussions (FGDs) to gain a deep understanding on the direct experience of the women farmers and managers of Farmer Producer Organizations (FPOs). This can help the evaluation team gain insights about the potential effects of the program that cannot be otherwise obtained (ex: from quantitative measures such as changes in household income that only summarizes certain aspects of program effects in a granular way). Qualitative data collected in this study can also be used to tell engaging stories that are compelling to donors and other stakeholders.

Since there is a scope of conducting only one wave of post-test measurement for the treatment areas, the study cannot implement a true or quasi-experiment to estimate the program impact. Instead, the evaluation will rely on a qualitative study to gather suggestive evidence for the effect of the project and to evaluate how successfully the project followed the strategy laid out in the logic model.

3. Research Methods

The study team will use a mixed-methods approach in process evaluation, including analysis of both quantitative and qualitative data. Qualitative data for the study is comprised of in-depth interviews (IDIs) and Focus Group Discussions (FGDs) collected during the study, while quantitative data is in the form of monitoring data received from the MIS database of TechnoServe.

This qualitative study aims to answer four evaluation questions with FGDs and IDIs, two of which are related to the individual experience and behaviours of the women farmers that participated in WARDA and the other two are related to the operation and capacity of the FPOs. A summary of the evaluation questions and their associated stakeholders, data source, and method of data collection are presented in Table 1.

Table 1: Summary of the evaluation questions

Evaluation Questions	Stakeholders	Data Source	Methods of Data Collection
Q1: Did the program encourage women farmers in the FPOs to adopt quality harvest practices, increase their knowledge in prices across different grades and qualities of the crop, and build capacity for the use of digital payment systems?	1. Women farmers who participated in the FPOs in the targeted districts in Bihar. 2. Other household members of the women farmers. 3. Market players: middlemen and corporate buyers.	1. FPO membership records. 2. Economic and demographic records of the Bihar district. 3. The stakeholders.	1. Literature review and the search for local government databases (Bihar). 2. IDIs with other household members and market players. 3. FGDs with women farmers.
Q2: To what extent did the program connect women farmers in the two target districts in Bihar into new/existing FPOs and	1. Women farmers who participated in the FPOs in the targeted districts in Bihar. 2. The JEEViKA and management	1. FPO membership records. 2. Women farmers who joined the FPO.	1. Collect secondary data from FPO records. 2. IDIs with the stakeholders.

were there any barriers in maintaining their memberships?	team of the FPOs.	3. Women farmers who joined and subsequently left FPO. 4. Staff members of JEEViKA and the FPO management team.	
Q3: To what extent did the program improve the capacity of JEEVIKA in Bihar to better support FPOs?	1. The FPO management team. 2. Members of the JEEViKA team. 3. Other market players that do business with the FPO: middlemen and corporate buyers.	1. The stakeholders. 2. Performance metrics of FPOs.	1. Secondary data collection. 2. IDIs.
Q4: Did the FPOs participate more actively in the market system for relevant value chains in Bihar.	1. FPOs and the JEEViKA team. 2. Other market players (middlemen buyers, aggregators, corporate buyers).	1. The number of signed agreements (from FPO records) 2. FPO managers 3. Middlemen buyers	1. Secondary data collection. 2. IDIs.

The below table provides the details of the type and number of stakeholders interviewed across the two intervention districts of Bihar, India.

Table 2: The number of in-depth interviews and focus group discussions by stakeholders

Stakeholders	**Number**
In-depth interviews	
Family member (husband/son) of women farmers in PG	27
Aggregator buyers	10
Women farmers in PG who left the program	10
FPO managers	16
JEEViKA staffs	10
Representatives of corporate buyers	3
Total	**76**
Focus group discussions	
Women farmers in PG (6-8 farmers per group)	9
Total	**9**

Purposive sampling will be carried out for the selection of PG members to capture the diversity among PG members within the same group and across groups.

Interviews and FGDs will be conducted in the local language, audio-recorded, and transcribed in English. Interviews and FGDs will be conducted within the analytical framework of grounded theory (Corbin and Strauss, 1990). The study team’s objective is to ensure that all facets of the research (e.g., data collection, data management, data analysis, and reporting) systematically cohere to ensure credibility of the findings. Grounded theory is a systematic way of collecting and managing qualitative data, which involves systematic coding of common themes and an iterative triangulation process that promotes consistency in all facets of the data collection and analysis (Seidenfeld and Handa, 2014).

As in other qualitative approaches, the data for a grounded theory can come from various sources. The data collection procedures involve interviews and observations as well as such other sources as government documents, videotapes, newspapers, letters, and books-- anything that may shed light on questions under study. Each of these sources can be coded in the same way as interviews or observations (Glaser and Strauss, 1967). For this study to ensure the credibility of information collected from the field, following the precepts of grounded theory, three types of triangulation (Seidenfeld and Handa, 2014) will be carried out (Table 3).

Table 3: Methods of triangulation used for the study

Type of Triangulation	Objective	Rationale
Data Triangulation	Collection of data from multiple sources, persons, and of multiple types	This technique ensures that there are several perspectives of the, and that there are opportunities for confirming the information received from the sources.
Methodological Triangulation	Use of multiple methods within the context of the same research study or activity.	The incorporation of multiple complementary qualitative research methods bolster the research design and ensures that limitations in one method are mitigated by the other.
Investigator Triangulation	Use of multiple researchers to investigate the same source or sources of information.	In qualitative research, the researcher is considered to be a key research instrument. Using multiple researchers (because of each researcher brings a different schema to the context) will help to promote data analyses that are informed by multiple perspectives.

Source: Seidenfeld and Handa, 2014.

While all qualitative studies suffer from the risk of bias, it is expected that cross verification of data through multiple researchers, methods and from different sources will reduce this risk of bias and increase the credibility of the interpretations drawn from qualitative field data.

Upon collection of the qualitative data, transcriptions will be made from recordings and textual notes. These will then be coded into themes and sub-these and analyzed using NVivo software. The interviews, observations and focus group discussions will be guided by a set of themes which will be primarily derived from the study objectives but will not restrict to them. These themes will be expanded to include new and relevant learning. The quantitative data collected will be used to corroborate the observations from the thematic analysis.

The study will be broken down into two sub-components: a ”micro-level” qualitative study that focuses on individual women farmers (Q1 and Q2); another “macro-level” qualitative study that focuses on JEEViKA and the FPO management team (Q3 and Q4).

3.1 Women Farmers

For the “micro-level” assessment, the study team will begin with a thorough literature review on the demographics, economics, and past government policies on the agricultural sector in Bihar. The team will search for economic data from local governments and household survey data--

focusing on variables such as household income, household size, average age, access to electricity, and the literacy level and caste of the women farmers. These secondary data will be used to inform the design of the FGDs (for example, the characteristics of participants that are invited), and allow the study team to gain a deeper understanding on the local context of the program.

To collect our primary data, the study team will rely on FGDs with women farmers to get their consensus experience of the program. First, the team would like to find out in general, did the skills training component of the program increase the women farmers’ knowledge of the agricultural business and change their farming practices? Second, the study will identify program implementation issues such as poor quality of teaching and barriers that have prevented women from participating/completing the skills training program. Third, the study will assess women’s decision making since the typical rural Indian household is a patriarchal one and the husband/eldest son likely makes decisions for the family and thus limit the input of women and prevent the adoption of new farming practices. From FGDs, the study will verify if further investigation on this potential problem of the program is warranted.

The FGDs will be conducted at the end of the program (for immediate effects) and three years after the program (for long-run effects).

Other questions in the FGD guide include:

- Did joining FPOs increase your income and the prices that you received for their produces? Is the increase significant?
- What is the most important/relevant thing that you learnt in the FPO skills-training?
- Are you satisfied with the training that you received in using digital payment systems and quality harvest practices? What improvements can be made?
- Did you receive payments faster with the digital payment system? What kind of problems did you encounter?

For triangulation, women farmers who are 20 to 60 years old from households with various income, assets, and inputs (land, seeds, fertilizers) are purposively sampled from the two targeted districts in Bihar. The participants are then placed in focus groups organized by age (20-30, 30-40, and over 40) and by their access to resources (classified into low, medium and high classes). Women from improvised households (25^{th} percentile or lower in terms of income, assets, and inputs) are classified to the “low” group; women in the 25^{th}-75^{th} percentile and over 75^{th} percentile

range are classified to the “medium” and “high” group, respectively. In sum, there will be 9 focus groups with 6-8 women farmers each. Focus groups discussions of 60 to 90 minutes will be led by trained facilitators.

Although the study team plans to employ a local research firm in Bihar to conduct all FGDs and IDIs, the members of the evaluation team will also be present in Bihar before and during the study to provide training, verification of the interview and FGD guides, monitor the FGDs and perform quality assurance of the collected data. The translation of the interview/FGD questions will be verified by a member of the evaluation team who is fluent in the Hindi/local languages. Besides, all facilitator/interviewers will undergo two weeks of the training program for better understanding the objectives of the program, strategies to build rapport with the participants, and ways to probe participants with questions to clarify responses, encourage alternative viewpoints, and to elicit additional details. The FGDs will be monitored (in the background) by an evaluation staff who might intervene at critical moments of the discussion (ex: when an important/interesting response that deserves further probing is given).

Apart from FGDs, the study team will conduct IDIs with other household members of the woman farmers. From each of the 9 focus groups, the team will purposively sample three women and interview their husbands/sons. The interviews are semi-structured, and they will revolve around questions related to changes in gender relations, power dynamics within the household, farming practices, productivity, income, and speed/ease of payment since the start of the program.

IDIs will be conducted by two staffs (one interviewer, and one transcriber). Similar to the FGDs, the interviewers will undergo a two weeks training workshop where they will be appropriately trained in interviewing techniques (includes the effective use of body language, ways to keep personal opinions in check, and ensuring the interview is conducted in a comfortable and private setting). The translated interview questions will be verified by a member of the evaluation team and at least one pre-test will be conducted during the final week of the two weeks training workshop (where an interview will be conducted by the interviewers under the supervision of an evaluation staff). The interviewers will receive feedback from the evaluation staff and minor adjustments might be made to the interview questions based on the pre-test.

Other stakeholders such as middlemen, buyers can provide “external” evidence on changes in the farming knowledge/practices of women farmers since the inception of the program. IDIs will be conducted with 10 middle-men and buyers (5 from each of the two targeted districts) and will focus on questions related to the quality of the crops that are sold by the women farmers and their knowledge on the differential pricing of crops. These interviews will also be conducted at two

time-points: at the end of the program and three years after the program to track immediate and long-time program effects.

Also, to capture the direct experience of the women farmer participants, the study will analyze the reach and recruitment of the program. The study will track the enrollment of the program farmers overtime through FPO membership records. Besides, in the woman farmers FGDs, the participants will be asked questions related to their satisfaction with the program, the extent to which they are receptive to the farming practices that were taught by the program, and their perceived benefits of the program (in terms of income and ease of payment). The study will use snowball sampling to identify ten women farmers that participated in the program but subsequently left. Using IDIs, the team will learn more about these ex-participants (ex: income, access to resources, and their duration in the program) and their specific reasons for leaving.

The notes and transcripts of the FGDs and IDIs will be reviewed by the evaluation team and will be passed on to analysts for further content analysis. Major themes, trends, feedbacks, and illustrative case example will be extracted from the qualitative data through content analysis.

In summary, the study team will conduct the following FGDs/IDIs to collect qualitative data in this portion of the study:

- 9 FGDs with 6-8 woman farmers (grouped by age and access to resources).
- IDI with a family member (husband or son) of 27 woman farmers (3 from each focus group).
- IDI with 10 middle-men buyers (5 from each of the two selected districts).
- IDI with 10 woman farmers who participated in the program but subsequently left.

3.2 JEEViKA and FPOs

The focus of this component of the study is the extent to which the program was successful in building capacity of JEEViKA staffs so that they can better serve/advise the FPO. Also, changes in the business practices and performance of the FPOs will be monitored. The study team will rely primarily on qualitative data from IDIs of JEEiKA staffs, managers of FPOs, and corporate buyers. Secondary data includes the maturity assessment index (MAI) of the FPOs -- a performance metric developed by TechnoServe to measure the performance of FPOs before and after the program.

The support provided by the JEEViKA team (include business development, best management practices, and the use of MAI to track performance) will be assessed by its beneficiaries—the

management team at the FPOs. Semi-structured IDIs will be conducted with 16 managers from 4 FPOs in the two targeted districts. In the IDIs, they will be asked to give an example of the situations where they were supported by the JEEViKA team, the new skills/management practices that they learnt from JEEViKA, and reasons (if any) of why the JEEViKA team was not useful.

The study will also conduct interviews with 10 members of the JEEViKA team to understand the training that they received from TechnoServe. The interview will include questions such as:

- The extent to which you find the training materials provided by TechnoServe relevant and useful.
- Are you satisfied with the way the training was delivered by the TechnoServe instructors, why or why not?
- After the training you received from TechnoServe, how confident were you in passing on knowledge and provide support to the FPO management teams?
- The proportion of the training curriculum that was taught/completed by the TechnoServe instructors.
- To what extent the TechnoServe instructors follow/teach the training curriculum as planned?

As with all our IDIs, the interviews with FPO managers and members of the JEEViKA will be conducted by trained interviewers from a local research firm who will undergo a two-week training workshop. Also, a pre-test of the interview questions will be conducted under the supervision of the evaluation team.

To supplement the IDIs, the study will examine the secondary data: test scores of the knowledge assessment that the JEEViKA team members were given after the completion of their training by TechnoServe. The test scores will provide further evidence in support of the extent to which JEEViKA team members understood the training materials and their ability to provide support/advice to the FPO team.

Finally, the study team will examine the MAI (performance metrics) score of the FPOs before and after the program. Since the design does not have a control group, the pre-test and the post-test difference in MAI cannot be used to establish the causal impact of the program. Nonetheless, this comparison might corroborate with some of the findings from the IDIs.

The study will also assess whether the program (through advice and support from JEEViKA) encourage the FPOs to participate more actively in the market system for relevant value chains

in Bihar. For this reason, the study team will include additional interview questions to the aforementioned IDIs with 16 FPO managers:

- How many agreements did FPOs reach with other market actors in the relevant value chains? What is the process of reaching such agreements?
- Did you receive support from JEEViKA during contract negotiations?
- What are the barriers for reaching agreements with the buyers, did you overcome them with the help of JEEViKA? Why or why not?
- Did JEEViKA or TechnoServce helped connect the FPO to the corporate buyers?

For triangulation purposes, the study team will also conduct IDIs with 3 corporate buyers (ex: representatives from Cargill, LDC). The interviews are unstructured, but the study will focus on questions related to:

- Changes (if any) in business practices, negotiation skills, and knowledge of the FPO management team before and after the program.
- The barriers/drivers in reaching agreements with FPOs. Was it easier to reach agreements after the program?
- Did TechnoServe contribute to linking corporate buyers with the FPOs?

Secondary quantitative data – the number of agreements reached between FPOs and corporate buyers – were collected from FPO company records before and after the program. Again, although the study cannot establish causality, the increase/decrease in agreements reached can be used to cross-check the above qualitative data.

In summary, primary and secondary data for this portion of the study will be collected by the following:

- IDIs with 16 FPO managers from 4 FPOs in the two targeted districts.
- IDIs with 10 members of the JEEViKA team.
- Secondary data: Knowledge assessment test results of members of the JEEViKA team, and FPO MAI.
- IDIs with 3 representatives of corporate buyers.
- Secondary data: the number of agreements reached between FPOs and corporate buyers.

4. Deliverables

The following are the deliverables for this study finalized in agreement with the TechnoServe team:

- A detailed evaluation report on the potential effects of the program and recommendations for improving its implementation and up-scaling. The report will also contain answers to the four research questions of this study, supported by qualitative data (ex: a description and analysis of selected quotes from IDI and FGDs).
- An in-person briefing to the implementation team (TechnoServe) and partner organization (JEEViKA) on the key findings and strategic recommendations.

5. Timeline

The project will span a total of six months from further desk research to our final review and briefing of our client TechnoServe. The following are deliverables of this project timeline.

Timeline (Month)	**Jun**	**Jul**	**Aug**	**Sept**	**Oct**	**Nov**
Inception and stakeholder meeting/workshop						
Literature review & desk research						
Finalization of Research methods and Logical Framework						
Survey questions, design questionnaire						
Recruitment of field staff for survey						
Pretest/ Training						
Interviews, Focus groups & Field Observations (Qualitative)						
Data Analysis						
Draft Report						
Final Report and workshop						

6. Budget

Description	Qty	Unit Cost ($)	Total Cost Cost ($)
Staff & Labour Related			
Project coordinator	1	18,000	72,000
Evaluation advisors	2	18,000	
Interviewers	2	3,000	
Data analyst	1	5,000	
Survey enumerator	1	7,000	
Operations Cost			
Training	3	500	27,000
Transcription /processing	1	1,000	
Rental space	1	5,000	
Hotel/Accommodation	3	4,500	
Catering	1	5,000	
Local resource	1	1,000	
Logistics & Per Diem			
Flights	3	3,000	12,500
Vehicle rental	1	2,000	
Train allowance	3	500	
Materials & Equipment			
Computers & printers	2	2,500	10,200
Smartphones	3	1,000	
Wireless internet & router	1	700	
Beverages & snacks	1	1,500	
Subtotal (excl. fee)			**1,21,700**
Fee			**6,085**
Total (without Tax) *			**1,27,785**

*The budget is without taxes; service tax /GST will be charged as per prevailing rates of Government of India.

7. Proposed Team

Debaranjan Pujahari is an accomplished mid-level development professional skilled in program design, leadership, and management for results. He has records of high impact delivery in the areas of women’s economic empowerment, agribusiness, sustainable trade, climate-smart agriculture, and entrepreneurship development and experience in collaboration with public, foundation and corporate donors. He has been associated with program monitoring and evaluation in various large-scale programs. He is currently a graduate student at the SAIS, Johns Hopkins University, USA with a Master of International Public Policy (MIPP) with a focus on international development. He has a Master's Degree in Agribusiness Management from National Institute of Agricultural Marketing, Jaipur, India and Master’s Degree in Agricultural Statistics from Orissa University of Agriculture & Technology, Bhubaneswar, India.

Henry Fung was a Data Scientist from May 2019 to Sep 2019 at Logapps LLC, a public management consultancy in Virginia. There, he worked on classifying software requirements based on their functionalities using various machine learning models (CNN, Random Forest, Naive Bayes) with word embeddings. In recent years, Henry worked on several data projects in the Government of Canada and Johns Hopkins University that involved finding the relationship between management practices and the behaviour/attitudes of employees in large public organizations. Currently, he is completing his graduate studies in International Economics at Johns Hopkins University (SAIS) in Washington DC.

Chinazo Muoneke is a mid-level professional with vast experience in international affairs and development. He started a career with the Nigerian parliament in 2010 and progressed to work for two Nigerian Senate Presidents from two different political parties over three administrations as a senior speech advisor. He also has startup interests in Africa founding Casiena Rice, an agri-allied company specialized in the production and scaleup of locally made rice. Chinazo has a Bachelor’s degree in Business Administration from the University of Kent at Canterbury, England, and is currently enrolled in the Master of International Public Policy (MIPP) program at the Johns Hopkins University (SAIS) in Washington DC.