

Bangladesh Agro Conclave 2025

Innovating Agriculture for
Tomorrow's Economy

Event Report



About Organizers



The Sustainable Agriculture Foundation (SAF), formerly known as the Syngenta Foundation for Sustainable Agriculture (SFSA), is a Swiss-based non-profit organization with a legacy of over 40 years in smallholders and agriculture development. SAF drives the transformation of smallholder agriculture in Asia and Africa by increasing farmer incomes, strengthening food security, and building climate resilience through innovation, technology, and improved market access. SAF Bangladesh is the full-fledged country chapter of SAF International Association.

In Bangladesh, SAF has empowered over one million smallholder farmers since 2011, leading pioneering initiatives in agri-entrepreneurship, climate risk insurance, water-efficient agriculture, carbon credit generation, nutrition-sensitive food systems, and rural development. Its vision is a world where smallholders, communities, and nature thrive together.

SAF's work is rooted in evidence-based strategies and rigorous performance tracking, ensuring scalability and long-term impact. Through strong partnerships with global institutions, governments, and the private sector, SAF continues to set benchmarks for sustainable agricultural transformation.

To learn more, visit: www.susagfoundation.org



LightCastle Partners is an international management consulting firm specializing in research, policy analysis, market systems development, public-private partnerships, and strategic advisory. One of LightCastle's priority areas is to transform Bangladesh's agricultural sector by driving private sector development, innovation, capacity development, and financial inclusion.

With extensive experience in agriculture, poultry, aquaculture, and agri-mechanization, LightCastle has contributed to enhancing productivity, improving market access, and empowering rural livelihoods. In collaboration with development partners and private sector stakeholders, LightCastle's interventions focus on modernizing agriculture through technology adoption, sustainable resource management, and tailored financial solutions. Through research, advisory, and program implementation, LightCastle addresses critical challenges to drive sustainable and inclusive growth in the agriculture sector.

To learn more, visit: www.lightcastlepartners.com

Acknowledgment

We extend our heartfelt gratitude to all those who contributed to the success of the Bangladesh Agro Conclave 2025, a high-level forum featuring insightful panel discussions, innovation showcases, engaging Q&A sessions, and networking opportunities.

We deeply appreciate the expertise and perspectives shared by our distinguished panelists, speakers, and innovators, whose discussions enriched the dialogue on the future of agriculture. A special thanks to all participants who actively participated and engaged in the Q&A sessions, fostering meaningful exchanges and deepening the discourse on key challenges and opportunities in the sector.

We sincerely thank all guests, panelists, innovators, and attendees whose presence and contributions made the Bangladesh Agro Conclave 2025 a truly collaborative and impactful gathering of stakeholders across the board.



List of Acronyms

Acronym	Definition	Acronym	Definition
ACDI/VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance	MIS	Management Information System
ADB	Asian Development Bank	MoA	Ministry of Agriculture
AMR	Antimicrobial Resistance	MoC	Ministry of Commerce
		MoF	Ministry of Finance
		MRV	Measurement, Reporting, and Verification
BAU	Bangladesh Agricultural University	NPK	Nitrogen, Phosphorus, Potassium (fertilizer)
BEZA	Bangladesh Economic Zones Authority		
BFSA	Bangladesh Food Safety Authority	PPPs	Public-Private Partnerships
BPICC	Bangladesh Poultry Industries Central Council	PPR	Peste des Petits Ruminants (a viral disease of goats and sheep)
CSA	Climate-Smart Agriculture	SACP	Smallholder Agricultural Competitiveness Project
DAE	Department of Agricultural Extension	SAF	Sustainable Agriculture Foundation
DAM	Department of Agricultural Marketing	SDC	Swiss Agency for Development and Cooperation
DFIs	Development Finance Institutions	SDGs	Sustainable Development Goals
DLS	Directorate of Livestock Services	SMEs	Small and Medium Enterprises
EU	European Union	TCL	Temperature-Controlled Logistics
FAO	Food and Agriculture Organization of the United Nations	UNCDF	United Nations Capital Development Fund
FMCG	Fast-Moving Consumer Goods	VC	Venture Capital
FPMU	Food Planning and Monitoring Unit	VERRA	Verified Carbon Standard (a carbon offset program)
GAP	Good Agricultural Practices		
GCF	Green Climate Fund		
GDP	Gross Domestic Product		
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Agency)		
HACCP	Hazard Analysis and Critical Control Points		
ICT	Information and Communication Technologys		
IFAD	International Fund for Agricultural Development		
IFC	International Finance Corporation		
IoT	Internet of Things		
LCP	LightCastle Partners		
LDC	Least Developed Country		

Table of Contents

01	Background	01
02	Inaugural Session	04
03	In-depth Insights from the Panel Discussions	09
	3.1 Panel 1: Charting the Path Towards Global Export Market: Strengthening Capacity and Collaboration among Agri-businesses, Exporters, and Smallholder Farmers	09
	3.2 Panel 2: Empowering Women and Youth in Value-Added Agri-Food Development Through Innovative Financing and Partnerships	19
	3.3 Panel 3: Food Safety, Traceability, and Cold Chain Management in Protein and Dairy Production	29
04	Innovation Showcasing	39
	Annex I: Consolidated Panel Recommendations	45
	Annex II: Action Matrices for Key Stakeholders	51

Executive Summary

Bangladesh's agriculture sector is at a decisive juncture as climate change, global food system disruptions, and rising international demand for diversified agri-products are reshaping both risks and opportunities. To realize Bangladesh's Delta Plan 2100, fulfill its SDG commitments, and achieve middle-income status, the sector must shift from subsistence-oriented production to a climate-resilient, export-driven growth engine. In this context, the Bangladesh Agro Conclave 2025, co-hosted by the Sustainable Agriculture Foundation Bangladesh and LightCastle Partners, brought together over 100 leaders from government, industry, finance, and civil society to define a coordinated action agenda for modernizing agri-food systems, enhancing global competitiveness, and ensuring inclusive participation for women, youth, and smallholders.

The conclave aimed to crystallize actionable strategies and mobilize cross-sector collaboration for boosting export readiness, strengthening value chains, promoting climate-smart technologies and practices, and advancing inclusive financing. Discussions centered on translating policy vision into scalable models and aligning public and private sector incentives to drive systemic change in agriculture and agro-processing. Key strategic priorities that emerged from the discussions are outlined below:

- ♦ **Operational Consolidation:** Expand production units through operational—not land ownership—consolidation to boost productivity and efficiency while resolving land fragmentation challenges and protecting ownership of smallholder farmers.
- ♦ **Integrated Export Hubs:** Establishing strategically located one-stop support services hub combining cold chain facilities, customs clearance, and advisory.
- ♦ **Certification & Compliance Reform:** Streamline certification processes, harmonize domestic and export standards (including halal), and embed traceability systems.
- ♦ **Cold Chain Expansion:** Making temperature-controlled logistics affordable through subsidies, shared facilities, and duty-free import of equipment.
- ♦ **Digital & Financial Inclusion:** Designing tailored financial products, expand climate insurance, and deploy digital tools to empower women, youth, and smallholders.

The Bangladesh Agro Conclave 2025 was inaugurated by Dr. Mohammad Emdad Ullah Mian, Secretary of the Ministry of Agriculture, who reaffirmed the government's commitment to modernizing agriculture through long-term strategic initiatives such as the Agriculture Future Outlook Plan 2050 and the Khamari App. In the inaugural session, the distinguished opening speaker Dr. M. A. Sattar Mandal outlined the concept of "operational consolidation" as a socially attuned alternative to land fragmentation, which can lead to enhanced efficiency and productivity. Saiful Alam, Director General of the Department of Agricultural Extension (DAE), and Lincoln Teo, an international carbon finance expert, emphasized that innovation is no longer optional; tackling climate change and food security challenges requires coordinated adoption of both local breakthroughs and global best practices.

Through four keynote presentations and three panel discussions, the conclave convened experts to unpack major challenges and discuss the strategic pathways for agricultural transformation in Bangladesh

Key Highlights from Panel 1: Charting the Path Towards Global Export Market

Despite ranking among the world's top producers of tropical fruits and vegetables, Bangladesh's agri-exports have stagnated at around \$1 billion for five years. Fragmented value chains, high post-harvest losses, inadequate certification systems, and volatile freight costs hinder growth. The panel recommended targeted infrastructure upgrades, including cold chain and freight optimization, streamlined export processes, and the development of cluster-based certification models. Additionally, aligning ecosystem incentives through institutional procurement for certified products; public-private investment in traceability, processing, and packaging; and enabling policies on contract farming and export zoning was seen as critical to unlocking scalable, market-driven growth.

Key Highlights from Panel 2: Empowering Women and Youth in Value-Added Agri-Food Development Through Innovative Financing and Partnerships

Women and youth remain disproportionately excluded from high-value agricultural opportunities due to structural barriers such as limited land ownership, lack of collateral, and low financial inclusion. Discussions emphasized shifting from token participation to genuine ownership and entrepreneurship. Solutions included expanding access to blended finance, peer-to-peer investment platforms, and climate insurance bundled with agricultural inputs and advisory services. Leveraging carbon markets under Article 6 of the Paris Agreement was highlighted as a promising pathway to finance climate-smart agricultural investments, with Ghana's experience cited as a precedent. Digital platforms, market linkages, and targeted capacity development emerged as essential for building resilient, future-ready enterprises led by women and youth.

Key Highlights from Panel 3: Food Safety, Traceability, and Cold Chain Management in Protein and Dairy Production

The protein and dairy sectors—critical for food security and rural livelihoods—suffer from structural inefficiencies. With 97% of products sold informally and only 2.43% benefiting from cold chain facilities, post-harvest losses and food safety risks remain high. Panelists called for a systemic approach: stricter enforcement of food safety and halal standards, incentives for cold chain adoption, decentralized milk collection and storage systems, and robust livestock health programs to reduce reliance on imports. Consumer education on the benefits of chilled products and affordable financing options for smallholders were identified as key enablers of sector modernization.

The conclave also hosted an Innovation Showcase, where next-generation entrepreneurs

presented transformative solutions capable of leapfrogging structural constraints and shaping a new era for Bangladesh's agri-economy. Featured innovations included nano-fertilizer technology to reduce reliance on imported inputs; a digital farm management platform designed to enhance productivity and cost-efficiency; an AI-powered livestock identification system enabling access to insurance and credit; and a finance-integrated agri-supply chain platform aimed at expanding smallholder market access and mitigating value chain fragmentation.

The Bangladesh Agro Conclave 2025 set the stage for an inclusive and collaborative approach towards accelerating agricultural growth and elevating the country's brand position in the global market. By convening diverse stakeholders and highlighting practical solutions, it helped create a shared vision for coordinated action, supportive policies, and targeted investments to position agriculture as a strategic driver for sustainable development.





01

Section 01

The Background

Bangladesh Agro Conclave 2025, held in Dhaka on May 25, 2025, was a high-impact convening co-organized by the Sustainable Agriculture Foundation Bangladesh (SAF Bangladesh) and LightCastle Partners (LCP). Designed as a flagship event to catalyze transformative action across the country's agriculture and agro-processing sectors, the conclave brought together 100+ stakeholders—including policymakers, industry leaders, investors, innovators, development partners, and academia to deliberate on systemic sectoral challenges and identify pathways for sustainable, inclusive, and globally competitive agri-value chains.

According to the latest data, the agriculture sector's contribution to the country's GDP stands at 11.2%¹ and the labour force engagement is at 45.4%². However, due to rapid urbanization, evolving consumer lifestyles, and a growing population of nearly 170 million, Bangladesh is witnessing an average annual loss of 0.26% of agricultural land³. Compounding this challenge is the accelerating impact of climate change, which is eroding soil health and reducing the overall productivity of arable land. As the demand for food and agricultural products—both domestically and internationally—continues to evolve, agro-processing has emerged as a dynamic growth

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1. National Accounts Statistics, Provisional Estimates of GDP, 2023-24 and Final Estimates of GDP, 2022-23, BBS
 2. Labor Force Survey 2022, BBS
 3. Agricultural Land Availability in Bangladesh, 2013

area, contributing approximately 13%⁴ of manufacturing output, largely driven by local SMEs. The sector has the potential to grow significantly by fostering value addition, stabilizing prices, and reducing post-harvest losses — all of which are essential to strengthening food systems and meeting changing market demands. The conclave recognized this phase as a pivotal inflection point to reimagine agriculture not as a subsistence activity but as a strategic lever for economic transformation.

In alignment with the country's Delta Plan 2100, SDG commitments, and the 8th Five Year Plan, the conclave was strategically designed to translate policy vision into attainable sectoral transformation—not only through knowledge sharing but also by driving collaborative action and fostering strategic partnerships. Accordingly, the conclave was guided by the following strategic imperatives:



Driving Global Competitiveness:

Position Bangladesh as a significant player in high-value agri-exports by addressing critical constraints in certification, infrastructure, and international market access.



Fostering Sustainable Growth:

Accelerate the adoption of climate-resilient and technology-driven agricultural solutions to improve productivity, reduce post-harvest losses, and strengthen food systems.



Catalyzing Cross-Sector Collaboration:

Enable cross-sector collaboration to strengthen agriculture, boost productivity, reduce losses, and enhance Bangladesh's export competitiveness through systemic solutions.



Overview of the Conclave:

Through curated panels, keynote presentations, and innovation showcases, the conclave fostered meaningful dialogue and laid the foundation for strategic action and potential partnerships.



Inaugural Session



CHIEF GUEST

Dr. Mohammad Emdad Ullah Mian
Secretary, Ministry of Agriculture.

4 Keynote Presentation

3 Panel Discussion

4 Innovation Showcasing

Charting the Path Towards Global Export Markets: Strengthening Capacity and Collaboration among Agri-businesses, Exporters, and Smallholder Farmers

Empowering Women and Youth in Value-Added Agri-Food Development Through Innovative Financing and Partnerships

Food Safety, Traceability, and Cold Chain Management in Protein and Dairy Production: Overcoming Barriers and Exploring Synergies

Overall Participation:



53%

Private Sector & Industry Associations



10%

Agro Startups



16%

Development Partners



12%

Academia & Research



4%

Financial Institutions



3%

Media



2%

Others

Inaugural Session



02

Section 02

Inaugural Session

The Bangladesh Agro Conclave 2025 kicked off with an inaugural session featuring a distinguished panel of leaders from government, industry, and academia. The conclave was formally inaugurated by the Chief Guest, **Dr. Mohammad Emdad Ullah Mian**, Honorable Secretary of the Ministry of Agriculture, Government of Bangladesh. The session set the tone for an engaging day of forward-looking dialogue and strategic networking, bringing together entrepreneurs, researchers, development practitioners, and policymakers to explore innovative solutions for the agriculture and agro-processing ecosystem in Bangladesh.

In his opening remarks, **Zahedul Amin**, Managing Director of LightCastle Partners, welcomed all esteemed guests and speakers to the Bangladesh Agro Conclave 2025. He shared his vision for the platform as a space to foster meaningful networking and collaboration among stakeholders across the agriculture and agro-processing sectors, aiming to build an inclusive ecosystem that contributes to the broader economic development of Bangladesh.

The Conclave began with an insightful keynote from Dr. M. A. Sattar Mandal, Emeritus Professor and Former Vice Chancellor of Bangladesh Agricultural University (BAU). In his keynote, Dr. Mandal highlighted the vital role of agricultural scientists in developing varieties and breeds of crops and fisheries innovations in Bangladesh. In his keynote, he emphasized the idea of 'operational consolidation', how farmers can explore and enter into relevant arrangements that allow multiple small plots to be used efficiently and collectively without transferring ownership. Implementing

this solution, which is comparatively relevant to our social fabric, Bangladesh can develop its own adaptive and inclusive way of handling land scarcity.



We need a paradigm shift—from land ownership consolidation to operational consolidation—where farmers pool their land for collective use without giving up ownership. This homegrown model offers a realistic path to productivity, efficiency, and inclusive growth in Bangladesh’s agriculture. When combined with smart agricultural practices—like precision farming, digital advisory services, and climate-resilient technologies—operational consolidation can truly transform how we farm, ensuring better outcomes for both farmers and the nation.

Dr. M. A. Sattar Mandal

Emeritus Professor and Former VC,
Bangladesh Agricultural University (BAU)

The special guests of the inauguration ceremony, **Md. Saiful Alam**, Director General, Department of Agricultural Extension (DAE); and Lincoln Teo, Founder of Intelligence Wise and Managing Director of ZERO13; also shared their emphasis on the urgent need for agri-innovation in the face of climate change and food security challenges.



Bangladesh holds immense potential. Despite ongoing food security challenges, I am optimistic that with strong government leadership and the innovations of our scientists, we will overcome every obstacle on the path to 2050. Our universities and research institutions have already developed transformative technologies—if implemented effectively, they can lead us to a future where sustainable food security is not just a goal, but a reality.

Md. Saiful Alam

Director General,
Department of Agricultural Extension (DAE)



Lincoln Teo shared his concern over the twin challenges of climate change and growing food demand in Bangladesh and why agri-innovation is no longer an optional perspective. Drawing on his experience of working for climate finance and climate change mitigation approaches around the world, he shared an urgent call to action to tackle the climate impacts.



Those who depend most on agriculture for their livelihood are the first victims of climate change. As they stand on the frontlines, we must stand beside them with inclusive innovation and accessible finance. In today's time, technology is not just an enabler—it's a lifeline for the future of agriculture.

Lincoln Teo

Founder of Intelligence Wise,
Managing Director of ZERO13

In his speech, **Dr. Mohammad Emdad Ullah Mian**, Honorable Secretary of the Ministry of Agriculture and the Chief Guest of the event, addressed the necessity of modern technologies like mechanization and precision agriculture to enhance the production capacity and improve the quality of yields for the local farmer. He also shared the government's significant initiative under development, **Khamari app**, envisioned as an "umbrella MIS system" to integrate modern tech services.



We are developing the Agriculture Future Outlook Plan 2050 to ensure long-term food security and sustainability.

This roadmap aims to bring together modern technology, scientific practices, and inclusive strategies to address current challenges while preparing for emerging demands. Our policy efforts are not just focused on introducing new technologies, but on making them accessible and context-relevant for smallholders.

Dr. Mohammad Emdad Ullah Mian

Secretary,
Ministry of Agriculture



In his concluding remarks as the Session Chair, **Md. Farhad Zamil**, Country Director, SAF Bangladesh, urged all the stakeholders to deepen collaboration and help translate dialogue into meaningful action.



The dialogues we hold here must lead to real action that strengthens value chains, empowers farmers economically, and builds resilience. By bringing government, the private sector, and grassroots innovators together, we can open new opportunities for inclusive growth and competitiveness. Together, we must translate today's vision into real progress for a more inclusive and competitive agri-future.

Md. Farhad Zamil

Country Director,
Sustainable Agriculture Foundation Bangladesh (SAF Bangladesh)



Takeaways from the Session:



Local Innovation and Scientific Collaboration as Catalysts for Food Security

The session emphasized the transformative potential of homegrown innovations and research-driven approaches. Enhanced collaboration between agricultural scientists and field practitioners can significantly improve crop quality and boost production volumes, paving a more self-reliant path toward achieving national food security.



Khamari App: An Integrated 'Umbrella MIS System' for farmers

The Ministry of Agriculture unveiled plans for the Khamari App, an integrated "umbrella MIS system" currently under development. Designed to support farmers with real-time, location-specific information, the app will offer guidance on seed sourcing, fertilizer use, pest control, weather forecasts, and disease diagnostics. Leveraging AI and digital tools, the platform aims to bridge critical information gaps, improve on-farm decision-making, and strengthen productivity, particularly for smallholders across Bangladesh.



Agriculture Future Outlook Plan 2050: A Roadmap for Inclusive and Sustainable Growth

The Government of Bangladesh is currently working on a roadmap aimed at unlocking new frontiers in agriculture through strategic investment, technology integration, and inclusive policy design to ensure long-term resilience and equitable growth.



Adapting Global Best Practices for Inclusive Agri-Innovation

Drawing from global experiences such as Singapore's inclusive agri-tech models, the session highlighted the importance of adopting international frameworks that balance productivity with social equity. This includes leveraging technologies that empower marginalized communities, particularly women and differently-abled individuals, to actively participate in and benefit from modern agricultural systems.



03

Section 03

Insights from the Panel Discussions

PANEL 1

Charting the Path Towards Global Export Market: Strengthening Capacity and Collaboration among Agri-businesses, Exporters, and Smallholder Farmers

Panel Overview

Bangladesh's agricultural exports are steadily growing, with a 6.21% year-on-year increase reaching \$965 million by the end of fiscal year 2023-24 and contributing 2.17% to national exports.⁵ With 57% rise over the past decade, the sector has become a key driver of export diversification and LDC graduation. Building upon a strong agrarian base, the sector has the potential to leverage its production prowess as one of the top 10 global producers of vegetables and tropical fruits like mango and jackfruit.

Despite high production, export values remain low—agri-exports have plateaued at around USD 1 billion over five years, while recent statistics suggest that fruits and vegetables contribute only USD 112.9M and USD 28.8M, respectively. Alarmingly, 20–44% of produce is lost annually, causing USD 2.4 billion in economic losses and missed export opportunities.

05. Foreign Trade Statistics of Bangladesh 2023-24

Speakers of Panel 1:



Dr. Razu Ahmed

Deputy Secretary, DAM
Director, SACP

Horticulture and value chain expert leading the DAM component of a major IFAD-backed project to boost competitiveness, reduce postharvest loss, and grow agri-exports.



Mohammed Monsur

General Secretary,
BFVAPEA

Export leader with deep roots in agribusiness, driving Bangladesh's global fresh produce footprint across Middle East, Europe, and North America.



Akib Kamal

Director,
Meridian Group

Next-gen agribusiness leader modernizing operations and supply chains across food, fisheries, and hospitality through innovation and tech integration.





Prof. Abu Noman Faruq Ahmmed

Professor,
Sher-e-Bangla Agricultural University

Agricultural scientist and GLOBAL
G.A.P. trainer with 15+ years of
experience in food safety, export
readiness, and sustainable farming
systems.



Ataus Sopan Malik

Managing Director,
AR Malik Seeds Ltd.

Agri-entrepreneur recognized nationally
for pioneering high-yield, climate-
resilient seed solutions and driving
Bangladesh's first GlobalG.A.P.-certified
farm operations.



Bijon Islam

Co-founder & CEO,
LightCastle Partners

Investment strategist and consultant
with 15+ years of experience in private
sector development, catalytic finance,
and digital transformation



Moderator

Takeaways from the Keynote Presentation

In his keynote address, Shubham Roy, Lead of Growth & Innovation at LightCastle Partners, outlined the untapped potential of Bangladesh's agricultural exports, highlighting that despite strong production capacity, the country struggles to gain global market share due to systemic inefficiencies. He emphasized that high post-harvest losses, poor infrastructure, certification barriers, and weak branding continue to hamper export competitiveness. Drawing on global trends, he noted the projected USD 19 trillion global agricultural market by 2027⁶ and pointed to regional peers like India, Vietnam, and Thailand as examples of how strategic reforms and investments can drive export success.

Shubham's presentation underscored operational pain points—fragmented value chains, lack of cold storage and certification infrastructure, and prolonged export clearance processes—as key obstacles. He called for urgent multi-stakeholder collaboration to streamline the export processes and support systems.

Key Findings from the Panel Discussion



Transport and Logistics

KEY CHALLENGES

- Air freight rates in Bangladesh are unpredictable and often change without notice, discouraging exporters and reducing price competitiveness compared to regional hubs like Kolkata.
- Bangladesh's air freight costs (\$4–\$6/kg) are significantly higher than in Kolkata (\$1.80–\$2/kg), pushing international buyers toward more cost-effective alternatives despite better product quality in Bangladesh.
- The absence of cold chain infrastructure at airports leads to spoilage of perishable exports, causing financial losses and undermining Bangladesh's reliability as a fresh produce supplier.
- Government-owned warehouses lack basic infrastructure like electricity and transport access, causing delays, spoilage, and inefficiencies that hurt exporters' ability to meet global standards.

06. Agri Product Exports Growing Slowly. Here's Why (The Daily Star)

Bangladesh's mango production capacity and the quality of our mangoes are exceptional. One of the major challenges mango exporters are facing right now is the lack of reliable transport arrangements. Currently, there is no structured policy framework to regulate freight costs, leading to unpredictable pricing, such as airline rates doubling within a single day. Without stable logistics, even the finest mangoes will fail to reach international markets, and face the risk of spoilage in local hubs like Kawran Bazar.

Frequent and sudden adjustments in freight pricing, often without prior consultation with exporters, pose a significant barrier to our competitiveness. A more collaborative approach—such as regular dialogues between ministries, airlines, and exporters—could help establish stable pricing windows. At present, volatile transport costs make it difficult to sustain exports, especially when competing with countries like India, where shipping remains more affordable.

Mohammed Monsur

General Secretary,
BFVAPEA

WAY FORWARD

✓ **Develop a Clear Air Freight Pricing Policy:**

Develop a regulatory framework requiring airlines to adopt transparent and predictable air freight pricing, with defined limits on rate changes and mandatory consultations with exporters and trade bodies. This would reduce last-minute cost hikes and help exporters plan more effectively.

✓ **Establish Fully-Equipped, One-Stop Central Export Hubs Near Airports:**

Set up fully equipped export hubs near major airports where exporters can access customs clearance, quality and phytosanitary certification, packing, grading, cold storage, and freight forwarding in one place. This will help reduce delays, spoilage, and logistical bottlenecks.

✓ **Set Up Government-Subsidized or PPP-Managed Cold Storage at Key Airports:**

Invest in modern, temperature-controlled storage at key airport locations through public subsidies or public-private partnerships to protect perishable goods until loading, improve export quality, and meet international buyer standards.

✔ Engage in Bilateral Negotiations with Airlines for Predictable Freight Rates:

Engage in bilateral negotiations with airlines to secure long-term freight rate agreements, offering volume guarantees in return for capped price increases. This will help ensure price predictability and enable exporters to remain competitive in global markets.



Certification and Compliance

KEY CHALLENGES

- Many smallholder farmers lack understanding of export-quality standards, while extension staff and certification bodies often fail to effectively communicate or connect with farmers' realities.
- Bangladesh's GAP standards include over 240 control points, which are complex and resource-intensive for smallholders. Limited literacy and technical support further discourage farmers to attempt certification and eventually lead to exclusion from certified supply chains.
- Certified farmers rarely receive domestic market premiums, as buyers and consumers show little demand or willingness to pay more, leaving farmers with higher compliance costs but no added revenue.

GlobalGAP isn't a distant dream—we're already doing it. We've brought 80 farmers into GlobalGAP compliance, proving that Bangladesh can meet international standards. But certifications alone won't boost exports. Farmers need guarantees: if they invest in quality, their produce won't languish at airports or be undersold by middlemen. That's the contract we owe them—if they meet global standards, the system will back them. This is the only way to transform 'Made in Bangladesh' into a global brand.

Ataus Sopan Malik

Managing Director,
AR Malik Seeds Ltd.

✓ **Encourage Domestic Demand through GAP-Certified Produce Incentivization for Institutional Buyers:**

Incentivize supermarkets, hospitals, hotels, schools, and government canteens to source GAP-certified products, creating stable demand and premium prices that make certification affordable for smallholders while boosting food safety.

✓ **Simplify Bangladesh GAP Standards to Prioritize Critical Control Points:**

Review and revise existing Bangladesh GAP guidelines by focusing on essential food safety, hygiene, and traceability requirements while eliminating or reworking impractical or overly burdensome provisions. By streamlining the certification process, farmers—especially smallholders—will find it easier and less costly to adopt GAP practices.

✓ **Expand Cluster-Based Approaches for Certification Support:**

Scale cluster models that group farmers for collective certification, training, and marketing. This will help reduce costs and enable consistent, certified supply for large orders.

✓ **Increase Public-Private Partnerships (PPPs) to Share Certification Costs and Aggregate Production:**

Establish structured PPPs where government subsidizes certification costs and private firms organize farmers, provide training, and aggregate produce. By aligning incentives, these partnerships could sustainably expand GAP certification coverage and ensure certified products reach both domestic and international buyers.

You can't conquer international markets without first mastering local ones. We learned this the hard way – by creating demand here for standardized, packaged mangoes before exporting. Now, our domestic success with HACCP-certified products gives us the credibility to enter China and the EU. But this requires more than one company's effort: if Bangladesh wants to be taken seriously as an agri-exporter, we need systemic upgrades from farm to port.

Akib Kamal

Director,
Meridian Group



Capacity Development and Support System

KEY CHALLENGES

- Currently, farmers have to visit multiple service points for pest control, certification, and export paperwork, wasting time and resources. This inefficiency discourages farmers from pursuing export opportunities, since no single office coordinates these essential services.
- Many farmers have received GAP training through donor-funded projects, but these are often classroom-based with little on-farm follow-up or monitoring. Without hands-on implementation, such trainings have limited impact with respect to behavioral shift and improved practices regarding food safety, product quality, or productivity.

Our current system is fragmented: Shyampur's warehouse is far from labs, certification bodies, and treatment facilities. Farmers and exporters' time gets wasted running between disconnected offices—how can we ensure quality exports amid this chaos? We need a subsidized one-stop hub, mirroring Malaysia's unified service approach. When every process—pest control, certification, phytosanitary checks—take place under one roof, efficiency will follow. Without this, even the best produce will rot in transit from procedural delays.

Prof. Abu Noman Faruq Ahmmed

Professor,
Sher-e-Bangla Agricultural University

WAY FORWARD

- Establish One-Stop Service Centers Near Agricultural Hubs:**
Set up centralized facilities where farmers can access multiple essential services in one place, including GAP certification assistance, pest and disease management advice, tailored financial services (e.g., microloans or insurance products), and support for preparing export documentation.
- Adopt a Results-Based Approach to Training Programs:**
Shift designing farmer trainings from counting sessions and participants to measuring post-training behavior and outcomes such as adoption of recommended practices, yield improvements, reduced pesticide misuse, or achievement of GAP certification.



Post-Harvest Inefficiencies

KEY CHALLENGES

- Fruits such as jackfruit experience staggering post-harvest losses of 40–50%, primarily due to inadequate cold storage, insufficient refrigerated transport, and poor handling practices. Limited processing capacity prevents farmers from turning surplus or lower-grade produce into value-added products. This leads to income losses, food waste, and missed opportunities to create jobs through agro-processing.
- Exporters often use low-quality, reused cartons—especially for Middle East shipments—due to lack of affordable, standardized packaging. Poor packaging leads to damage, spoilage, and affect buyer perceptions by signaling low product quality.

WAY FORWARD

- ✓ **Promote Processed Fruit Exports:**
Support production and export of processed fruit products (e.g., vacuum-packed jackfruit, dried mango bars, fruit pulp, pickles) with longer shelf lives, allowing cheaper, stable sea freight that will lower shipping costs and boost profits.
- ✓ **Provide Subsidies or Low-Cost Financing for Modern Packaging Materials and Technology:**
Offer targeted government subsidies, matching grants, or concessional loans to support SMEs, cooperatives, and exporters invest in advanced packaging technologies such as vacuum sealing, modified atmosphere packaging, tamper-evident containers, or eco-friendly biodegradable materials. This will help ensure that packaging meets the expectations of international buyers and complies with destination countries' food safety and environmental standards.



Ecosystem-level Synergies and Incentive Alignment

KEY CHALLENGES

- Government-led export capacity development programs often operate without private sector input, leading to misaligned, unsustainable initiatives. Better coordination with exporters can ensure demand-driven, targeted interventions that support lasting export growth.

- Bangladesh lacks structured export zoning or contract farming arrangements that align production with export demand. This results in fragmented production with inconsistent quality and volumes, hindering long-term contracts and buyer trust. Establishing zones and contract farming can improve supply consistency and traceability.
- Many exporters are yet to adopt essential technologies such as traceability systems, GAP/HACCP certifications, or digital procurement tools. These systems are increasingly required to access high-value markets like the EU and China, where buyers demand product safety, quality assurance, and supply chain transparency. The absence of such technologies limits market access and undermines buyer confidence.
- Export strategies often overlook processed fruit and vegetable products, which offer longer shelf lives and significantly lower shipping costs through sea freight.

We need to step up and think outside the box. Fresh mangoes priced at \$5–6 per kg can't absorb cold chain costs—it's simply not commercially viable. But processed products—like jackfruit slices (as Thailand exports to the Netherlands), jackfruit flower pickles, or green mango bars—have a shelf life of 6–7 months and can be shipped by sea. In Bangladesh, jackfruit faces a 40–50% post-harvest loss; simple processing could help recover much of this. Through projects like SACP, we're already providing machinery support—juice processors, spice grinders—and we've imported BDT 2 lakh worth of Styrofoam nets to reduce losses in EU-bound exports. The solution isn't to abandon fresh exports, but to strike a balance by expanding into processed goods.

Dr. Razu Ahmed

Deputy Secretary, Department of Agricultural Marketing (DAM)
Component Director, Smallholder Agricultural Competitiveness Project (SACP)

WAY FORWARD

- ✓ **Institutionalize Regular Multi-Stakeholder Dialogues to Address Systemic Bottlenecks:**
Establish regular forums at national and divisional levels for exporters, farmers, airlines, customs, and government agencies to jointly identify export bottlenecks and co-create time-bound solutions. This will contribute to improving coordination, issue resolution, and supply chain efficiency.

✔ **Develop Zoning Policies for High-Potential Export Crops with Contract Farming Support:**

Introduce crop zoning policies that designate regions for high-potential export crops based on agro-climatic suitability (e.g., mango in Rajshahi, jackfruit in Tangail, vegetables in Jessore) and pair them with incentives for contract farming. This will eventually lead to ensuring consistent supply, quality, and traceability while providing farmers with stable income.

✔ **Incentivize Investments in Cold Chain Infrastructure, Traceability Technology, and Certification Upgrades:**

Introduce targeted fiscal incentives such as tax breaks, reduced import duties on cold storage equipment and digital tools, or concessional loans to encourage private sector investment in modern cold chain facilities and traceability systems. Financial support for certification upgrades can help meet international standards and access premium markets.

✔ **Support Diversification into Processed Horticulture Products:**

Support value-added exports such as dried mangoes, vacuum-packed jackfruit slices, and traditional pickles. Exporting processed goods will help tap into the growing global demand for ethnic, healthy, and specialty foods while reducing post-harvest losses, lowering shipping costs via sea freight, improving profit margins, and creating stable income stream for farmers.

PANEL 2

Empowering Women and Youth in Value-Added Agri-Food Development Through Innovative Financing and Partnerships

Panel Overview

The second panel explored how inclusive finance, strategic partnerships, and capacity-building can elevate women and youth as leaders in agri-food value chains. Shifting focus from participation to ownership, the discussion highlighted the role of tailored financial products and entrepreneurial support in driving systemic change—supported by real-world examples of women and youth transforming the sector.

As Bangladesh seeks to move up the agri-food value chain, empowering women and youth is both essential and strategic. Yet structural barriers—like limited finance, weak market access, and lack of training—persist. This panel emphasized how innovative financing and partnerships can break these barriers, offering a roadmap to turn untapped potential into productive leadership, making the agri-food transformation both inclusive and future-ready.

Speakers of Panel 2:



Rahul Mathew

Deputy Director,
World Vision Bangladesh

Development expert with 17+ years' experience, currently heading strategic partnerships to advance youth and women's empowerment in climate-smart agriculture and market systems.



Sharawwat Islam

Managing Director,
Truvalu Bangladesh

Impact investor with 20 years in finance, now driving SME growth through blended capital and gender-smart investment.



Dr. Kashfia Ahmed

CEO,
WIN Incorporate

Agriculture innovator with over 15 years' experience, now leading WIN Incorporate to deliver ICT-based agri-solutions for rural women and farmers across Bangladesh.





Md. Mahmudur Rahman

Co-founder & CEO,
WeGro

Founder of agri-fintech platform WeGro, pioneering tech-enabled financing models that connect smallholder farmers with urban investors to drive inclusive growth in agriculture.



Md. Abdur Rouf

Director - Program Development,
Sustainable Agriculture Foundation Bangladesh

Seasoned development practitioner with 14+ years of experience advancing high-impact initiatives for agricultural growth and climate resilience in Asia and Africa.

Moderator

Takeaways from the Keynote Presentation

Aminul Moven, Director of Climate Change & Risk Mitigation at the Sustainable Agriculture Foundation, highlighted the critical role of climate insurance in building resilience among Bangladesh's smallholder farmers. While payouts have matched the USD 1.7 million in premiums collected over five years, Moven emphasized that insurance alone isn't enough—it must be bundled with inputs, advisory services, and weather information to be truly effective. He also highlighted the underutilized potential of women and youth in agriculture, pointing to barriers like limited land ownership, poor access to finance, and restrictive norms. Only 13% of rural women own land, with just 10% of women and 5% of youth accessing formal loans, and under 10% receiving angel or VC funding.

Moven emphasized that excluding women and youth is not only inequitable but a missed economic opportunity—especially as they are more vulnerable to climate shocks due to limited resources and access. He pointed to emerging solutions like climate-smart insurance, Orange Bonds, and targeted loan schemes, alongside platforms like Truvalu, iFarmer, and WeGro that are unlocking impact investment. He concluded with core message that inclusive agri-food systems development needs an ecosystem that combines finance, services, and policy to bring women and youth to the center.

In the second keynote, Lincoln Teo, Founder of iWise and Managing Director of Zero13, outlined how Bangladesh can turn climate risks into opportunity through climate finance. He cited projections of 13 million climate migrants by 2050 and USD 1 billion in annual cyclone losses, with one-third of damages from falling agricultural output. Yet, he highlighted agriculture's potential as a climate adaptation and revenue tool via carbon markets. Citing Ghana's success in attracting USD 1.1 billion through carbon credits, Teo urged Bangladesh to integrate agricultural projects into Article 6 of the Paris Agreement to unlock global carbon finance.

Teo stressed that to tap into these opportunities, Bangladesh must act decisively to create enabling policies and robust frameworks for generating and trading carbon credits, particularly from climate-smart agricultural practices. He emphasized the need for credibility and precision in measuring carbon reductions—tools like IoT and tokenization could play a key role in building a trustworthy system. Moving beyond the fragmented voluntary carbon markets, Teo advocated for structured platforms under Article 6 to ensure transparency and accountability. By establishing a national carbon registry or exchange, Bangladesh could position itself as a hub for global south-north carbon trade, channeling much-needed finance into its climate resilience and agricultural transformation efforts.

Key Findings from the Panel Discussion



Limited Ownership and Leadership Roles for Women in Agriculture

KEY CHALLENGES

- Women in agriculture, despite making significant contributions, are often relegated to low-wage, labor-intensive roles and seldom occupy leadership positions or own agricultural enterprises. This gender-based division stems from societal norms, limited access to resources like land, and the undervaluation of women's work.

Women's contributions to agriculture are too often undervalued—dismissed as cheap labor rather than recognized as critical to our food systems. Yet, they are ready to rise—from laborers to leaders. Empowering them means ensuring equitable access to knowledge, finance, markets, and leadership roles. We must honour their contributions, both within their communities and at national platforms. True equality in agriculture begins with shared responsibility—and when we invest in women, we invest in the wellbeing of entire families and the resilience of our communities.

Dr. Rahul Mathew

Deputy Director,
World Vision Bangladesh

WAY FORWARD

✓ Promoting Leadership and Entrepreneurship:

Empowering women economically goes beyond financial improvements. It includes fostering their leadership potential and acknowledging them as entrepreneurs. Strategic initiatives such as providing leadership training, mentorship, and access to markets would allow women to move from laborers to leaders in agriculture.

✓ Policy and Ecosystem Support:

Addressing patriarchal norms and promoting shared household and farming roles is essential. Policy reforms should enable women's land ownership and ensure their contributions are reflected in national data. This can be supported through:

- ◇ Launching community-based campaigns involving men, religious leaders, and other influencers to promote gender equity in agriculture.

- ◇ Showcasing successful women agri-entrepreneurs as role models to inspire communities and normalize women's leadership in value-added agri-food businesses.



Access to Finance and Need for Innovative Financing

KEY CHALLENGES

- Women and youth often lack access to formal finance due to collateral requirements, as land and assets are typically registered under male family members due to gendered inheritance laws and social norms, which restrict women's property rights and leave many young people without assets of their own.
- Collateral-based lending models exclude women and youth who lack assets, forcing them to rely on informal or predatory lenders—or go without financing altogether.
- Without access to finance, women and youth cannot invest in inputs, adopt technology, or scale their businesses—trapping them in subsistence activities and reinforcing dependence on male relatives or elders for financial decision-making.
- Few innovative financing solutions exist for women and young agri-entrepreneurs, and current fintech or blended finance models are too limited in scale to bridge the widespread financing gap.

Innovative financing for women and youth in agri-food systems must integrate both climate and gender lenses to be truly effective. One of the biggest barriers—lack of collateral—can be addressed through blended finance that combines commercial, philanthropic, and public capital. Unlocking this potential requires deeper collaboration among banks, insurers, impact investors, development partners, and policymakers. Only then can we design financing solutions that genuinely meet the needs of marginalized entrepreneurs.

Sharawwat Islam

Managing Director,
Truvalu Bangladesh

✓ **Expand Innovative Financing Models:**

Scaling up alternative financing models like peer-to-peer investment platform—which provides investments for seeds, equipment, or inputs instead of cash loans requiring collateral—is essential. This approach removes the barrier of needing land or fixed assets.

✓ **Leverage Blended Finance Approaches:**

Combine public, philanthropic, and private funding to de-risk investments in women- and youth-led agricultural businesses. Blended finance makes financing these entrepreneurs more appealing to commercial investors by sharing risks.

✓ **Custom Financial Product:**

Develop loan products based on future cash flows or contract farming arrangements, and provide low-interest loans or targeted grants to encourage entrepreneurship and sustainable practices.

✓ **Promote Alternative Guarantee Mechanisms:**

Encourage group lending, social collateral, and community guarantees to replace traditional collateral.

✓ **Support Catalytic Capital Initiatives:**

Deploying catalytic or concessional capital to lower risk perceptions among banks and MFIs, incentivizing them to lend to women and youth agri-entrepreneurs.



Capacity Development and Support System

KEY CHALLENGES

- Youth remain underrepresented in agriculture, discouraged by outdated farming methods, limited exposure to modern technologies, and a lack of access to essential resources and markets. This disengagement restricts the infusion of new ideas and innovation into the sector, slowing overall growth and modernization.
- Both women and youth often lack training in modern farming, value addition, marketing, and business management. This knowledge and skill gap keeps them confined to low-value, subsistence-level activities.

- Rural women especially face barriers to information and services due to limited personal access to mobile phones and digital platforms. Their reliance on male family members for access reduces their autonomy and slows their ability to engage with digital financial services or agricultural tools. Even when technology is available, low levels of digital literacy among women and youth hinder effective use of mobile-based financial and agricultural services.
- Lack of targeted capacity-building, mentorship, and market linkages prevent women and youth from transitioning into agri-entrepreneurs or leaders, perpetuating cycles of poverty and limited economic empowerment.

Empowering women in agriculture requires transforming how services and financing are designed and delivered. It's not enough to offer products—systems must be reshaped to understand women's unique challenges and bring solutions directly to their doorsteps. Only by making services gender-responsive and accessible at the grassroots can we provide the meaningful support women entrepreneurs need to thrive and succeed.

Dr. Kashfia Ahmed

CEO,
WIN Incorporate

WAY FORWARD

✓ **Targeted Capacity Building Initiatives:**

Provide training and extension services on sustainable farming, value addition, business skills, digital tools, financial literacy, and entrepreneurship to help women and youth improve productivity and build sustainable enterprises.

✓ **Access to Digital Support Platforms:**

Leverage agritech and fintech to offer direct financial services and market access, enabling youth and women to bypass traditional financing barriers and scale their businesses.

✓ **Facilitate Market Linkages through Collective Approach:**

Connect women and youth entrepreneurs to buyers and export markets through cooperatives or collective marketing groups. This approach could help them overcome individual resource limitations and enhance their market access and bargaining power.

✓ **Facilitating Digital Inclusion:**

Providing affordable mobile devices directly to women, coupled with comprehensive training on their use, could significantly enhance their autonomy by enabling independent access to digital financial services and vital agricultural information. Additionally, developing user-friendly digital platforms, apps, and SMS-based services in local languages would help overcome literacy barriers.



Addressing Climate Vulnerabilities

KEY CHALLENGES

- Climate change causes erratic weather—droughts, floods, cyclones—that hit smallholder farmers hardest, especially women and youth who lack resources for adaptation. This leads to crop losses and income instability.
- Frequent climate-induced disasters create significant financial instability for women and youth. Lack of savings or emergency funds often force them into high-interest loans, asset sales, or exiting farming.
- Few smallholders, particularly women and youth, have access to climate risk management tools like weather-indexed microinsurance. This leaves them vulnerable to losses and discourage them to investment in productivity-enhancing technologies and practices.

Climate risk insurance is critical for Bangladesh's farmers, and bundling it with agricultural inputs and advisory services has proven to be transformative. To build resilience and help smallholders thrive amid climate risks, we must invest in integrated solutions that combine insurance, finance, agritech, and advisory support.

Md. Mahmudur Rahman

CEO,
WeGro

WAY FORWARD

✓ **Develop Climate-Resilient Financial Products:**

Design crop and weather-indexed insurance to protect farmers from climate shocks, helping women and youth recover faster and avoid deeper poverty.

✓ **Integrate Climate Resilience into Agricultural Financing:**

Embed climate-smart strategies (e.g., flood-resistant seeds, improved irrigation) into financial services to build long-term resilience.

✓ **Scale Bundled Microinsurance Solutions:**

Scale up bundled products that combine microinsurance with agricultural inputs (e.g., seeds, fertilizers) and advisory services (e.g., weather forecasts, farming tips) to strengthen farmers' and agri-entrepreneurs' capacity to manage climate risks.

✓ **Promote Strategic Partnerships for Risk Mitigation:**

Encourage partnerships among insurers, agritechs, financial institutions, cooperatives, and input suppliers to expand access to climate risk management tools for the marginalized groups in underserved areas.



Fragmented Financing Approach across the Value Chain

KEY CHALLENGES

- Financial services focus on isolated value chain segments (e.g., inputs or processing), neglecting critical areas like post-harvest storage, transport, and retail distribution. For women and youth farmers, this means that even if they secure financing for inputs, they may still face bottlenecks after harvest, such as poor storage facilities leading to spoilage or lack of logistics support preventing timely market access.
- Financial institutions, government programs, private investors, and development interventions often operate in isolation without collaboration or alignment, leading to duplication of efforts in some areas and neglect in others. This lack of coordination results in inefficiencies and fragmented support systems, where farmers, especially women and youth, are forced to navigate disconnected services.

WAY FORWARD

✓ **Coordinate Value Chain Financing Across Stakeholders:**

Bring together banks, insurers, agritech firms, cooperatives, and development partners to jointly design financing solutions that cover the entire agricultural value chain. Establish working groups or task forces to identify gaps across production, storage, logistics, processing, and marketing, then align financial products to address these gaps systematically.

✔ **Develop Integrated, Farmer-Centered Financial Packages:**

Instead of offering standalone loans or insurance, create bundled financial packages that combine credit, weather insurance, technical training, and guaranteed market access contracts. Pilot these integrated packages with cooperatives or producer groups, then scale based on impact and lessons learned.

✔ **Expand Access to Financing for Post-Harvest and Market Activities:**

Design targeted financing products for overlooked but critical post-harvest stages such as storage, transport solutions, and small-scale processing. Prioritize extending these products to women and youth entrepreneurs.

✔ **Formalize Multi-Stakeholder Financing Partnerships:**

Set up formal agreements among financial institutions, agribusinesses, and development partners to co-invest in shared solutions. Develop clear roles, investment commitments, and mechanisms for monitoring outcomes to facilitate sustained financing.

PANEL 3

Food Safety, Traceability, and Cold Chain Management in Protein and Dairy Production

Panel Overview

The panel session focused on examining the critical challenges and opportunities in advancing food safety, traceability, and cold chain management within Bangladesh's protein and dairy sectors. This discussion was particularly relevant as Bangladesh's livestock sector serves as a cornerstone of food security and rural livelihoods, directly employing 20% of the workforce⁷ and involving 70% of households.⁸

The panel highlighted the need for policy frameworks to streamline regulations and incentivize cold chain adoption, including duty-free imports of cold storage equipment. It discussed technology and traceability solutions, and emphasized consumer awareness of cold chain benefits. Panelists stressed the role of public-private partnerships in bridging infrastructure gaps and ensuring affordability, while addressing halal certification. Finally, the panel called for a shift to modern, safety-compliant supply chains through coordinated policy reforms.

07. Livestock Economy at a Glance (2024 –2025), DLS

08. Household Income and Expenditure Survey 2022

Speakers of Panel 3:



A T M Mostafa Kamal

Secretary,
BPICC

Former government administrator with over 30 years' experience, now leading poultry industry policy through Bangladesh's apex poultry council, representing six key associations.



Md Mahbubur Rahman

Director General,
FPMU, Ministry of Food

Food policy expert with 18+ years of experience in agricultural economics and nutrition strategies. Oversees national food planning with advanced degrees in agricultural marketing and development policy.



Ahmad Asif

CEO,
Bengal Meat Processing Industries Ltd.

FMCG veteran transforming Bangladesh's halal meat sector through quality-focused processing and exports to Middle Eastern markets while strengthening farmer partnerships.





Takeaways from the Keynote Presentation

Priyo Pranto, Senior Business Consultant at LightCastle Partners presented the keynote for this panel, analyzing Bangladesh’s meat and dairy value chain inefficiencies. The presentation highlighted that 97% of food products are sold through informal markets without cold storage, causing over 10% post-harvest losses, while only 2.43% of national production is covered by existing cold chain infrastructure. Milk production deficits met through imports (i.e., milk powder) totaled BDT 2,000 crore in 2021, and dairy constituted less than 25% of per-capita protein consumption,⁹ indicating severe inefficiencies across the farm-to-fork chain.

Pranto identified key barriers, including high import duties, land access issues, power instability, and financing gaps that hinder Temperature-Controlled-Logistics implementation.

09. Department of Livestock Services (DLS) (2022)

Food safety risks from open-air slaughtering and lack of cold storage accelerate spoilage and bacterial growth. His five-point solution included: mobilizing capital through pooled funds and fast-track permits; deploying solar mini-chillers at rural collection points; mandatory training for logistics operators; retrofitting urban wet markets with proper cold chain facilities; and creating a “Safe & Chilled” certification label with tax incentives. The presentation concluded that strategic TCL implementation could significantly improve health outcomes, economic growth, and food security while preventing Bangladesh from falling behind regional peers.

Key Findings from the Panel Discussion



Regulatory and Policy Constraints

KEY CHALLENGES

● **Enforcement Gaps in Food Safety Implementation:**

Despite the Food Safety Act of 2015 being in place, implementation remains weak, with safety standards frequently ignored in supermarkets and wet markets, creating inconsistent food safety practices across the supply chain.

● **Fragmented Regulatory Oversight:**

Multiple agencies, including city corporations and other government departments, lack coordination, leading to gaps in standards enforcement and unclear reporting mechanisms that hinder effective food safety monitoring.

● **Complex Halal Certification Requirements:**

Some comprehensive halal standards mandate full traceability of an animal’s lineage, requiring proof that previous generations were bred and raised in a halal-compliant manner. This creates significant verification hurdles. Compounding this, misconceptions about what halal certification entails in export markets like the USA limit trade opportunities.

While some supermarkets maintain food safety standards, systemic negligence persists in wet markets. Government efforts around food safety remain largely focused on meeting export requirements. However, there is a rising domestic demand—particularly among the youth—for ready-to-cook items like fried chicken. Addressing internal food safety challenges will not only help meet our growing local demand but also strengthen export readiness. Improving domestic standards will help overcome export-related hurdles, including unnecessary complications and debates around halal certification.

ATM Mustafa Kamal

Secretary,
Bangladesh Poultry Industries Central

WAY FORWARD

✓ Strengthen Enforcement Mechanisms:

Establish coordinated reporting systems between city corporations and government departments with clear accountability for safety standard violations in both traditional and modern retail outlets.

✓ Harmonize Halal Certification Standards:

Develop streamlined halal verification processes that balance meticulous requirements with practical implementation, while addressing market misconceptions through proper certification alignment.

✓ Phase Out Traditional Wet Markets:

Provide government support and cooperation to replace informal wet markets with modern alternatives, particularly in areas like Gulshan, through subsidized infrastructure development. At the same time, ensure that existing slaughterhouses, which have received significant public investment, are made fully functional.



Cold Chain Infrastructure

KEY CHALLENGES

⦿ Cultural and Consumer Resistance:

Traditional consumer wisdom associates cold storage with reduced flavor and quality, creating market resistance where consumers prefer fresh meat over chilled products, undermining cold chain adoption despite safety benefits.

● **Economic Barriers and Cost Concerns:**

Cold chain implementation adds significant costs to products through utility bills, equipment imports, and operational expenses, making it financially challenging for operators to maintain temperature compliance while keeping products affordable.

● **Infrastructure Gaps and Retail Breakdowns:**

Frequent breaks in cold chain continuity occur at retail points, while inadequate storage facilities requiring -10°C temperatures for meat products remain inaccessible to most operators, particularly smaller businesses.

There is a serious lack of policy advocacy around meat safety. A robust cold chain is essential to preserving the quality of meat. Given its critical role, cold chain infrastructure must be duty-free, well-funded, and seamless all the way to the last retail point. We tend to believe that the cold chain is only applicable for modern trade, where only 5% of our population shops. In Singapore—even in tin-shed wet markets, vendors maintain cold chain systems. If they can do it, why can't we? In Bangladesh, every step adds cost—from importing the necessary equipment to adopting TCL standards. For the sake of public health and food safety, we must make it affordable and accessible.

Ahmad Asif

CEO,
Bengal Meat

WAY FORWARD

✓ **Make Cold Chain Economically Viable:**

Implement duty-free imports for cold storage equipment and heavily subsidize cold chain infrastructure as a safety requirement, reducing operational costs from utility bills to equipment procurement.

✓ **Ensure Seamless Cold Chain Continuity:**

Establish uninterrupted cold chain processes from production to retail points, treating temperature control as a fundamental safety requirement rather than an optional enhancement.

✓ **Develop Shared Infrastructure Models:**

Create accessible cold chain systems that can be adopted by operators of all sizes, following successful models like those implemented in Singapore's ethnic markets, even in basic tin shed facilities.



KEY CHALLENGES

● **Limited Policy Advocacy for Technology Adoption:**

Insufficient policy support for cold chain technology deployment, particularly for meat storage requirements, with local industries primarily focused on household refrigeration rather than specialized commercial cold storage solutions.

● **Consumer Education and Market Development:**

Lack of awareness about cold chain benefits and safety propositions, with consumers prioritizing immediate consumption over long-term food safety, requires comprehensive education campaigns to shift market behavior.

While the Food Safety Act of 2013 provides our regulatory framework, implementation attempts reveal systemic challenges across the entire value chain – from producers to processors to consumers. Our growth centers in upazilas, designed to address market and safety concerns, remain underutilized due to poor awareness and weak market linkages. The result? Even with policies in place, consumers still aren't getting safe food on their plates.

Consider the fish supply chain: when trucks transport live fish from Rajshahi or Dinajpur, they often use chemically contaminated water as preservatives, generating 1 kg of waste per kg of fish by the time it reaches markets. This illustrates how food safety failures occur long before products even reach consumers.

Md Mahbubur Rahman

Director General,
FPMU, Ministry of Food

WAY FORWARD

✓ **Strengthen Policy Advocacy for TCL:**

Develop targeted policy frameworks that specifically address temperature-controlled logistics needs, including specialized storage requirements for meat products beyond basic household refrigeration.

✔ **Implement Comprehensive Consumer Education Program:**

Launch awareness campaigns highlighting cold chain safety benefits, nutritional preservation advantages, and proper food safety practices to shift consumer preferences toward chilled products.



Livestock Health

KEY CHALLENGES

● **Disease Control and Prevention Challenges:**

Persistent issues with livestock diseases like lumpy skin disease have caused significant livestock losses, while heavy dependence on imported vaccines makes disease control strategies complex and expensive to implement.

● **Antimicrobial Resistance Crisis:**

Overuse of antibiotics in livestock production has created AMR challenges, though companies are beginning to explore alternative solutions like probiotics, requiring systematic changes in veterinary prescribing practices.

● **Investment Gaps in Small-Scale Operations:**

While some commercial farms have financial capacity for infrastructure investments, small buyers and individual operators face complex adoption challenges, with microfinance initiatives primarily geared towards supporting commercial operations.

Animal health has increasingly become a public health concern, particularly due to the risk of zoonotic disease transmission. Despite investment challenges, programs such as the PPR mass vaccination have improved goat health nationwide. However, our heavy reliance on imported vaccines leaves us vulnerable. Diseases like lumpy skin disease continue to cause major livestock losses, undermining our response efforts. We need a systemic approach to address these challenges, as livestock production plays a vital role in our economy.

Nurul Siddique

Chief of Party,
ACDI/VOCA

✓ **Develop Comprehensive Disease Control Systems:**

Invest in proper testing infrastructure and develop balanced approaches to livestock health management, including successful vaccination programs like the recent PPR mass vaccination that has improved goat population health nationwide.

✓ **Promote Antibiotic Alternatives:**

Encourage development and adoption of probiotics and other alternatives to antibiotics, while educating veterinarians and livestock health workers on appropriate prescribing practices to address AMR concerns.

✓ **Support Small-Scale Operator Integration:**

Rethink community-level systems including milk collection processes and thermal power integration, ensuring that infrastructure investments and financing mechanisms reach individual operators and small-scale producers effectively.







04

Section 04

Innovation Showcasing

The Innovation Showcase segment at the Bangladesh Agro Conclave 2025 was designed as a forward-looking forum to spotlight high-impact innovations at the intersection of agriculture, technology, and inclusive business.

The segment served a dual purpose: to provide visibility to homegrown agri-innovators and to demonstrate how disruptive solutions can tackle longstanding inefficiencies in Bangladesh's agri-food systems—from productivity gaps and climate risks to financial exclusion and value chain fragmentation. The session featured four standout ventures—each representing a unique blend of scientific research, digital technology, and entrepreneurial vision.

Together, they offered actionable insights into how Bangladesh's agri-sector can leapfrog legacy challenges and add value to the traditional value chains improving the process for our local farmers.

Nano-Fertilizer Technology to Boost Crop Productivity and Reduce Import Dependency



Prof. Dr. Md. Zaved Hossain Khan

Professor & Chairman, Department of Chemical Engineering
Jashore University of Science and Technology (JUST)

The widespread and often indiscriminate use of conventional NPK fertilizers in Bangladesh has long been a challenge, rooted in limited access to efficient alternatives. These fertilizers suffer from poor nutrient use efficiency, with up to 70% of nutrients lost through leaching and volatilization, causing not only economic waste but also contributing to soil degradation and environmental pollution. Adding to this burden is Bangladesh's heavy reliance on imported fertilizers, which raises costs for farmers and exposes the sector to global supply shocks.

Prof. Md. Zaved Hossain Khan's research-led innovation in nano-fertilizers introduces a game-changing input solution that enhances nutrient uptake efficiency while significantly reducing application volumes. This not only helps boost crop yields but also cuts reliance on costly imported fertilizers—paving the way for a more resilient and self-reliant agricultural input system.

Precision Agriculture Tools for Smallholder Farmers to Tackle Low Productivity and Lack of Data-Driven Farm Management



Enabling Farming Communities

Cultive8 is aiming at addressing the gap between traditional and modern distribution.

Shamim Murad

CEO,
Cultive8 Technologies

Cultive8 Technologies addresses critical inefficiencies in estate and agri-input management by digitizing and automating field-level operations that have long been plagued by manual processes and poor data visibility. In traditional estate systems, especially in tea estates, errors in manual data entry, inaccurate weighing, and attendance manipulation lead to inflated costs and reduced productivity.

Cultive8's digital estate management platform provides real-time oversight, accurate weighment, and transparent attendance tracking. By replacing fragmented manual workflows with fully automated digital processes, their solution has led to a **35% reduction in field-to-factory variance, 7% cost reduction, and 100% elimination of attendance malpractice**, reshaping how agricultural businesses operate by combining data-driven intelligence with practical, field-tested technology.

AI-powered Cattle Identity and Insurance Platform to unlock livestock finance and insurance for rural farmers



**Invest in Farmers,
Harvest Profits—
Sustainable Growth
Starts Here**

Tasvir A. Faheem

Co-founder & CEO,
InsureCow

InsureCow addresses practical challenges in livestock management and rural finance by turning cattle into verifiable digital assets. Through AI-powered Muzzle Printometry, the platform assigns a unique, tamper-proof identity to each animal—much like facial recognition—helping ensure traceability and prevent false insurance claims. This system supports the delivery of inclusive insurance products, such as Income Loss Insurance, with claims processed up to five times faster than conventional models.

InsureCow also generates farm-level data via its Farm Management Software, enabling alternative credit scoring for farmers who often lack formal financial records. By making livestock trackable and verifiable, the platform helps unlock their potential as collateral—improving access to credit for more than 11 million smallholder farmers in Bangladesh.

Finance-integrated Agri-Supply Chain Platform to address fragmented value chains and financial exclusion of smallholder farmers



Imtiaz Farhan Bin Habib

Co-founder & CEO,
Agronochain

Agronochain is building a digitally integrated supply chain infrastructure that connects over 20,000 smallholder farmers with input suppliers, buyers, and financial services. By leveraging digital data and transaction records, the platform de-risks agri-lending and enables real-time decision-making across the value chain.

These featured innovators showed how bold ideas and smart technologies can reimagine agriculture as a modern, thriving sector—one that drives sustainable growth, creates jobs, and includes everyone in its progress.





Consolidated Panel Recommendations

The consolidated key recommendations from the three panel discussions are shared below:

PANEL 1

Charting the Path Towards Global Export Market: Strengthening Capacity and Collaboration among Agribusinesses, Exporters, and Smallholder Farmers

Thematic Areas	Way Forward
 Transport & Logistics	<ul style="list-style-type: none"> ◇ Create a transparent regulatory framework for air freight pricing with stakeholder consultation and advance notice for rate changes. ◇ Negotiate long-term agreements with airlines to stabilize freight rates and reduce exporter uncertainty. ◇ Set up export hubs near airports integrating customs, certifications, packing, cold storage, and logistics to reduce delays and spoilage. ◇ Invest in modern cold storage at airports through government or PPPs to preserve produce quality until loading.
 Certification & Compliance	<ul style="list-style-type: none"> ◇ Incentivize institutions to source GAP-certified produce to boost domestic demand and support farmer investment in certification. ◇ Simplify GAP standards to focus on key food safety and traceability measures, reducing complexity for smallholders. ◇ Scale up cluster-based training and certification models to lower costs and facilitate group compliance. ◇ Leverage PPPs to subsidize certification costs and organize farmers for collective production and marketing.

Thematic Areas	Way Forward
 <p>Integrated Support & Capacity Development</p>	<ul style="list-style-type: none"> ◇ Set up one-stop service centers to provide certification support, pest management advice, financial services, and export documentation. ◇ Adopt a results-based approach to training programs, focusing on measurable outcomes and results tracking.
 <p>Post-harvest Loss</p>	<ul style="list-style-type: none"> ◇ Support production of shelf-stable processed fruits to reduce post-harvest losses and enable economical sea freight. ◇ Offer subsidies or affordable financing for modern packaging to minimize spoilage and meet global market requirements.
 <p>Ecosystem-Level Synergies and Incentive Alignment</p>	<ul style="list-style-type: none"> ◇ Create formal platforms for coordination among exporters, government, and logistics providers to address supply chain challenges. ◇ Introduce policies on crop zoning and contract farming to ensure consistent quality supply and stable farmer incomes. ◇ Offer fiscal incentives to encourage private investment in cold chains, traceability systems, and global certification compliance. ◇ Encourage value-added exports like dried fruits, pickles, and other canned products to reduce perishability, reach new markets, and boost profitability.

Empowering Women and Youth in Value-Added Agri-Food Development Through Innovative Financing and Partnerships

Thematic Areas	Way Forward
 <p>Women's Ownership and Involvement In Leadership Roles</p>	<ul style="list-style-type: none"> ◇ Provide leadership training, mentorship, and market access to empower women. ◇ Reform policies to increase women's access to land ownership and critical agricultural resources. ◇ Ensure national agricultural data accurately reflects and values women's contributions to the sector. ◇ Implement community-driven campaigns and highlight successful women entrepreneurs to transform social norms and inspire leadership.
 <p>Access to Finance and Need for Innovative Financing</p>	<ul style="list-style-type: none"> ◇ Scale peer-to-peer and input-based financing to bypass collateral requirements. ◇ Use blended finance combining public, private, and philanthropic funds to de-risk loans. ◇ Design tailored loan products tied to cash-flow or contract farming arrangements. ◇ Promote group lending model, social collateral, and catalytic capital to promote access to finance.
 <p>Capacity Development and Digital Inclusion</p>	<ul style="list-style-type: none"> ◇ Provide focused training on sustainable farming practices, business management, and digital skills tailored for women and youth. ◇ Facilitate direct access to agritech and fintech platforms. ◇ Strengthen market access and bargaining power by supporting women and youth entrepreneur collectives. ◇ Provide affordable mobile devices and user-friendly digital tools in local languages.

Thematic Areas	Way Forward
 <p>Addressing climate vulnerabilities</p>	<ul style="list-style-type: none"> ◇ Develop crop and weather-indexed insurance products to protect farmers against climate risks. ◇ Embed climate resilience features into loan products to encourage adoption of climate-smart practices. ◇ Expand bundled microinsurance packages that combine insurance with agricultural inputs and advisory services. ◇ Promote strategic partnerships among insurers, agritech companies, and cooperatives to enhance access to innovative financial products and services.
 <p>Coordinated and Integrated Financing Approach across the Value Chain</p>	<ul style="list-style-type: none"> ◇ Foster collaboration among banks, insurers, agritech firms, and development partners for comprehensive value chain financing. ◇ Develop integrated financial packages that combine credit, insurance, technical training, and guaranteed market access. ◇ Design targeted financing solutions for critical post-harvest activities like storage, transport, and processing, with a focus on empowering women and youth entrepreneurs. ◇ Establish formal multi-stakeholder partnerships to enable co-investment and enhance coordination.

Food Safety, Traceability, and Cold Chain Management in Protein and Dairy Production



Thematic Areas	Way Forward
 <p>Regulatory Oversight & Enforcement</p>	<ul style="list-style-type: none"> ◇ Enhance enforcement mechanisms for food safety monitoring through coordinated reporting and accountability frameworks across relevant agencies. ◇ Harmonize halal certification to balance rigor and practicality while addressing export market misconceptions. ◇ Phase out traditional wet markets via government-supported, subsidized modern infrastructure.
 <p>Cold Chain Infrastructure</p>	<ul style="list-style-type: none"> ◇ Ensure seamless temperature control from production to retail as a safety standard. ◇ Make cold chain viable by implementing duty-free imports and subsidies to reduce costs. ◇ Develop shared, accessible cold chain infrastructure for all operators.
 <p>Technology & Traceability</p>	<ul style="list-style-type: none"> ◇ Strengthen policy frameworks targeting use of equipment and technologies for adoption of temperature-controlled logistics. ◇ Launch awareness campaigns highlighting the food safety and public health benefits of chilled, traceable products.
 <p>Livestock Health</p>	<ul style="list-style-type: none"> ◇ Building on the success of PPR vaccination, strengthen disease control systems through improved testing infrastructure and investment in local vaccination development programs to reduce import dependency. ◇ Combat antimicrobial resistance (AMR) by promoting alternatives such as probiotics and enhancing veterinary training on responsible antibiotic use.


Thematic Areas	Way Forward
	<ul style="list-style-type: none"> ◇ Develop decentralized infrastructure (milk collection process, cold chain) and ensure access for smallholders through community-based, modular solutions. ◇ Design tailored financial solutions to help small-scale operators invest in essential food safety systems and infrastructure.

Action Matrices for Key Stakeholders

To ensure the Bangladesh Agro Conclave 2025 leads to tangible outcomes, we outline below specific action areas for key stakeholders across the public sector, private sector, and development community. These matrices are designed to help transform shared insights into coordinated, high-impact initiatives.

Government Stakeholders Action Matrix


Institution & Role	What They Can Do	Why It Matters
 <p>Ministry of Agriculture (MoA)</p> <p>National policy leadership and cross-sector coordination</p>	<ul style="list-style-type: none"> ◇ Endorse “Operational Consolidation” models for smallholders ◇ Lead a cross-ministerial task force on export zoning and CSA-carbon finance ◇ Integrate digital traceability into Khamari App ◇ Champion inclusive agri-policy for youth and women 	<p>Aligns with the Agriculture Outlook Plan 2050, Bangladesh Delta Plan, and food security priorities. Shows national leadership in climate-smart agriculture and export modernization.</p>
 <p>Department of Agricultural Extension (DAE)</p> <p>Innovation hub for farmer services, agri-tech, and CSA delivery</p>	<ul style="list-style-type: none"> ◇ Launch Agri-Tech Partnership Hubs to incubate innovations with startups and local actors ◇ Pilot Performance-Based Extension Models linked to productivity, certification, and digital adoption ◇ Co-develop a real-time MIS dashboard with AI-driven advisories and farmer profiling 	<p>Boosts farmer productivity, export readiness, and strengthens last-mile service delivery.</p>

Institution & Role	What They Can Do	Why It Matters
	<ul style="list-style-type: none"> Scale CSA Innovation Zones and serve as implementing agency for climate MRV pilots 	
 <p>Department of Agricultural Marketing (DAM)</p> <p>Market linkage, certification, logistics</p>	<ul style="list-style-type: none"> Facilitate market access for GAP-certified produce to domestic and international buyers. Share market intelligence on prices and demand with farmers, traders, and exporters. Coordinate logistics and export frameworks with authorities to ensure competitive and efficient freight systems. 	Enhances domestic demand for safe produce and unlocks regional export value chains.
 <p>Directorate of Livestock Services (DLS)</p> <p>Animal health, cold chain policy, dairy and protein sector governance</p>	<ul style="list-style-type: none"> Develop a national cold chain roadmap for protein and dairy, including Halal certification harmonization Support livestock traceability and antimicrobial resistance (AMR) alternatives Localize vaccine development 	Ensures livestock health, food safety, and protein security while reducing import dependency.
	<ul style="list-style-type: none"> • Launch a national (public-private initiative) “Safe & Chilled” label 	Ensures livestock health, food safety, and protein security while reducing import dependency.



Institution & Role	What They Can Do	Why It Matters
 <p>Bangladesh Food Safety Authority (BFSA)</p> <p>Food safety and traceability compliance</p>	<ul style="list-style-type: none"> ◇ Simplify and digitize Halal and safety certification processes for SMEs and cooperatives ◇ Drive consumer awareness campaigns 	<p>Ensures livestock health, food safety, and protein security while reducing import dependency.</p>
 <p>Ministry of Commerce (MoC)</p> <p>Trade and export development</p>	<ul style="list-style-type: none"> ◇ Collaborate with MoA to develop Agri Export Zoning Guidelines with BEZA ◇ Negotiate freight corridor incentives with airlines and shipping lines ◇ Include processed agri-food as a strategic sub-sector under Export 4.0 	<p>Vital for diversifying exports and capitalizing on Bangladesh's agri-production advantage.</p>
 <p>Bangladesh Economic Zones Authority (BEZA)</p> <p>Infrastructure for export zones</p>	<ul style="list-style-type: none"> ◇ Prioritize establishment of Agro Export Hubs in high-potential zones (e.g. Rajshahi, Jessore, Tangail) ◇ Incentivize private cold chain and packaging units 	<p>Attracts private investment and boosts competitiveness.</p>
 <p>Ministry of Finance (MoF)</p> <p>Subsidy design, public funding, and fiscal incentives</p>	<ul style="list-style-type: none"> ◇ Duty-free import for cold chain infrastructure ◇ Tax breaks for traceability tech ◇ Create climate-smart agri-finance windows 	<p>Reduces cost of doing business and unlocks private capital for agri-innovation.</p>



Private Sector Action Matrix

Actor & Role	What They Can Do	Why It Matters
 <p>Exporters & Buyers</p> <p>Expand certified and traceable supply chains</p>	<ul style="list-style-type: none"> ◇ Source from GAP clusters ◇ Co-invest in shared logistics/cold chains ◇ Partner on traceability solutions 	Ensures quality, reduces losses, and meets global buyer requirements.
 <p>Agri-tech Startups</p> <p>Tech innovation for inclusion and productivity</p>	<ul style="list-style-type: none"> ◇ Deploy field-level digital solutions ◇ Collaborate with DAE/DAM pilots ◇ Co-design MIS tools with Khamari app or umbrella 	Drives data visibility, process efficiency, and rural access to tech.
 <p>Agri-Fintech Platforms</p> <p>Expand rural finance access</p>	<ul style="list-style-type: none"> ◇ Scale Peer-to-Peer (P2P), blended financing and digital credit scoring ◇ Bundle financing with inputs/insurance ◇ Target women and youth entrepreneurs 	Unlocks new lending markets and contributes to financial inclusion.
 <p>Processors & Retail Chains</p> <p>Value addition and food safety compliance</p>	<ul style="list-style-type: none"> ◇ Source certified produce ◇ Promote traceable “safe” products ◇ Invest in modern packaging 	Builds brand value and supports higher-margin domestic and export markets.

Institution & Role	What They Can Do	Why It Matters
 <p>Investors (Impact or Commercial)</p> <p>Finance innovation and scaling</p>	<ul style="list-style-type: none"> ◇ Fund traceability, CSA tech, cold chains ◇ Support blended finance for gender-smart ventures 	<p>Opens new investment opportunities with social and environmental impact.</p>

Development Partner Action Matrix

Type & Role	What They Can Do	Why It Matters
 <p>Bilateral/ Multilateral Agencies (e.g., IFAD, GIZ, FAO, SDC)</p> <p>Inclusive markets, agri-policy support, CSA</p>	<ul style="list-style-type: none"> ◇ Fund pilot clusters for GAP/certification ◇ Co-develop export zoning models with MoA ◇ Scale digital advisory and CSA practices 	<p>Builds institutional capacity and de-risks systemic reforms.</p>
 <p>Climate Finance Platforms (e.g., VERRA, UNCDF, GCF)</p> <p>Fund climate-smart agriculture</p>	<ul style="list-style-type: none"> ◇ Develop MRV and carbon registry systems ◇ Support Article 6 readiness ◇ Pilot carbon-credit models for AWD, livestock, agroforestry 	<p>Unlocks performance-based payments for smallholders and adaptation co-benefits.</p>

Type & Role	What They Can Do	Why It Matters
 <p>Impact Donors (e.g., Skoll, Bayer, Laudes)</p> <p>Innovation and scale funding</p>	<ul style="list-style-type: none"> ◇ Accelerate women/youth-led agri-enterprises ◇ Fund agri-insurance pilots ◇ Support innovation showcase scale-up 	<p>Links global innovation capital with local solutions.</p>
 <p>Financial Institutions / DFIs (e.g., IFC, ADB)</p> <p>Infrastructure and blended finance</p>	<ul style="list-style-type: none"> ◇ Co-invest in export infrastructure ◇ Provide concessional finance to processors/startups 	<p>Encourages long-term investment and builds market systems.</p>

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