

AGROSHIFT:

ALIGNING GENDER IMPACT WITH REVENUE GROWTH



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INTRODUCTION

Biniyog Briddhi (“B-Briddhi”) is a multi-year public sector engagement between the Swiss Agency for Development and Cooperation (SDC), Roots of Impact, and LightCastle Partners, formed in 2020 to scale impact enterprises and grow the impact investment ecosystem in Bangladesh.

The programme primarily supports enterprises across two pillars, including Capacity Building and Catalytic Funding. One of the programme’s key funding instruments for enterprises is the Impact-Ready Matching Fund (IRMF), a unique non-repayable conditional instrument that rewards enterprises with up to USD 100,000 for building rigorous impact measurement and management (IMM) systems through completing a series of structured deliverables.

For select enterprises that demonstrate strong IMM capabilities with credible impact pathways, such as Agrosift, IRMF opens the door to a follow-on Impact-Linked Finance (ILF) opportunity that links up to USD 65,000 in financial rewards directly to the achievement of verified outcomes.

AGROSHIFT KEY HIGHLIGHTS

By reducing the cost of everyday groceries for female workers at Ready Made Garment (RMG) factories, Agrosift demonstrated measurable gender impact and earned a results-based financial reward through B-Briddhi’s IRMF follow-on incentive scheme. Here is a snapshot of Agrosift’s journey.

Reached 8,291 additional female monthly active users (MAU) across six select RMG factories

Additional 11.59% in savings per month achieved for female RMG workers from August 2025 to June 2026

Received USD 100,000 in financial rewards earned through the original IRMF from IMM system build-up.

Received USD 65,000 in financial incentives for achieving these results over a period of 10 months



Photo by Quang Nguyen Vinh from Pexels.

THE HIDDEN COST OF EVERY GROCERY RUN: THE PROBLEM FACING RMG WORKERS

Despite being vital contributors to Bangladesh's economy, RMG workers are financially constrained. The government's minimum wage for entry-level workers in the sector, set at approximately USD 104 (BDT 12,500) per month in November 2023 (Bangladesh Government Gazette, [11 November 2023](#)), includes a food allowance of just BDT 1,250, which is 10% of the total wage. In practice, workers spend an average of BDT 9,198 per month on food for their families. Yet even that falls short: the [Centre for Policy Dialogue](#) estimates that a nutritionally adequate diet for an RMG worker's family costs BDT 16,529 per month, meaning workers can afford only 55% of what they nutritionally need (Centre for Policy Dialogue, 2024).

Food is purchased from small neighbourhood shops known as Mudi Dokans. These shops sit at the end of a long intermediary chain, from manufacturer to dealer to distributor to sub-distributor to local retailer, each adding a margin. The Mudi Dokan itself typically has limited working capital and cannot buy directly from source, so prices become inflated at every step. Workers compound this by purchasing in small, fragmented amounts, removing any possibility of bulk discounts, and even more so by relying on credit, which carries additional costs.

The unique geography of Bangladesh amplifies this constraint. Bangladesh's RMG sector employs approximately 2.9 million workers across 3,555 export-oriented factories ([Mapped In Bangladesh, 2025](#)), the vast majority concentrated in an industrial corridor spanning four districts – Dhaka, Gazipur, Mymensingh, and Savar – which together account for over 80% of the country's garment manufacturing. These districts are also Agroshift's main service geographies. Workers typically live in housing clusters within walking distance of factories, purchasing daily essentials from the same overpriced local shops, with no access to the benefits of aggregated purchasing power their sheer concentration could otherwise provide.

AGROSHIFT'S APPROACH TO SERVING RMG WORKERS

Agroshift was co-founded in 2022 by Qazi Bouland Mussabbir (Chief Executive Officer), Diptha Saha (Chief Operating Officer), and Rameez Haque (Chief Commercial Officer) with a vision to disintermediate the farm-to-dokan value chain and ease the financial constraints faced by RMG workers. Operating a **phy-gital business model** that merges technological innovation with on-the-ground supply chain logistics, Agroshift sources produce directly from farmers, bypasses the intermediary layers, and facilitates deliveries to owned factory outlets and external micro-retailers, giving workers access to fair prices for their daily essentials.

At their factory outlets, workers place food orders through Agroshift's digital app or through non-digital channels for those without smartphone access. Deliveries are then completed within **18 hours** to maintain freshness – a quality standard the enterprise sticks to, as price-sensitive workers will quickly stop using their platform if it compromises on either price or quality.

As of July 2026, Agroshift serves **34 factories** across four districts (Dhaka, Gazipur, Mymensingh, and Narayanganj), with **93,000 registered RMG worker users** and between 35,000 and 40,000 total monthly purchase orders.

BUILDING FOR IMPACT: THE B-BRIDDDHI IRMF JOURNEY

Before applying for IRMF, Agroshift participated in B-Briddhi's Voucher Scheme (VS), a subsidised capacity-building programme that connects impact enterprises with certified local service providers for tailored support in Impact Measurement and Management (IMM) and Impact Investment Readiness (IIR). Through the VS, Agroshift worked with Turtle Ventures on IMM and IIR, building the foundational understanding of impact measurement that would later be operationalised through IRMF.

At the time of IRMF application, Agroshift already had a clear sense of its impact intention. Agroshift had set specific targets for consumer savings and farmer income, and its team demonstrated a detailed understanding of factory workers' conditions and constraints. What they lacked was the measurement infrastructure to substantiate those intentions with data, fixed KPIs, and a structured Theory of Change. The IRMF, which officially began in March 2023 and concluded in February 2024, represented the opportunity to build exactly that. 'I had never heard of a Theory of Change before starting this programme,' recalls Diptha Saha, Co-founder and COO of Agroshift.

The impact metrics in the Theory of Change outlined what progress toward these impact dimensions would look like, for instance – at least 50% of workers in onboarded factories accessing Agroshift services, average monthly saving of 500 BDT per customer, less than 1% of produce lost in transit, and 80% of farmers willing to continue supplying Agroshift directly.

Tranche 1 (USD 30,000) required Agroshift to develop the Theory of Change and corresponding impact metrics. The second part of IRMF, Tranche 2 (USD 30,000) required Agroshift to establish a verified IMM system in place and collect data against outlined metrics. The IMM system was assessed against the DCED Standard for Results measurement, an internationally recognised framework for verifying the rigour of impact data collection. The last part of IRMF, Tranche 3 (USD 40,000) required Agroshift to produce and publish an impact report. For Agroshift, this meant going through their operational data through an impact lens, and this surfaced insights about worker purchasing behaviours, saving patterns, and product preferences that would later shape the strategy for the follow-on.

In completing the three phases of IRMF, Diptha recalls going through a four-stage internal transformation that went far beyond complying with reporting requirements. At the governance level, Agroshift aligned its board and investors around a shared impact mandate, securing internal budget and external buy-in for strategies that served to optimise their impact on RMG workers. The second was strategy and alignment, developing the ToC and metrics gave the team a shared language for the change that they were working towards. Third, was data infrastructure. This was the most time intensive stage: automating data capture

Female factory workers at an Agroshift collection point after shift hours. Photo by Agroshift.



across CRMs, order-taking platforms, and field surveys so that impact data would flow from factory floor to headquarters without manual extraction. The fourth stage involved building up greater field capability, including training zonal managers and operations staff to collect meaningful data during the high-intensity post-salary sales days with larger purchase order volumes.

FROM THE FIELD: WHAT IMM MADE POSSIBLE

When a new rice variety Agroshift introduced in one factory shop failed to sell for two months, Diptha visited the neighbourhood to investigate the cause, which is something management had never done before the IRMF. He found that workers in that area depended on LPG cylinders for cooking, and the half-boiled rice consumed more LPG to cook, making it effectively more expensive than the price tag suggested. “Before starting these measurements, I never went or dug down into these kinds of facts that drive our user preferences,” Diptha recalls. The IMM system development – enabled through the IRMF process – helped create a habit of better understanding customer preferences that pushed the team to understand not just what workers were buying, but why, and what those choices implied for their total cost of living.

The IRMF primed the Agroshift team by building processes that encouraged the collection and analysis of evidence before taking key strategic decisions. This shift in the company culture led to the surfacing of a critical gender insight as well: in a number of cases, the Agroshift team noticed that commodity purchasing decisions sometimes sat with male family members, rather than the female workers themselves. Female workers were earning but largely absent from the ordering process at Agroshift’s shops. This gap in decision-making authority that disempowered female workers was the aspect that the IRMF follow-on transaction was designed to address.

THE IRMF FOLLOW-ON: FINANCIAL REWARDS FOR ADDITIONAL GENDER IMPACT

After building the system to demonstrate its gender impact through IRMF, Agroshift was presented with an opportunity for an IRMF follow-on transaction to receive targeted financial rewards for achieving additional gender impact. Upon reviewing Agroshift’s impact data to set the focus of the transaction, the B-Bridddhi programme team and Agroshift eventually settled on six specific RMG factories where female Monthly Active User (MAU) participation sat at between 45% and 48%, below the roughly 50-50 male to female breakdown of the factory workforce itself. This meant that the female workers were underrepresented on the platform, relative to their presence on the factory floor.

After identifying this relative gender underperformance, Agroshift became financially incentivised through the follow-on transaction to achieve high performance on a metric focused on increased **average monthly savings for female MAUs** across those six factories, measured from August 2025 to June 2026. Increasing average monthly saving for female MAUs in the selected factories required Agroshift to work on two fronts parallelly, which was to grow the female customer base in these factories, but also deepen the value offered to the customers.

Agroshift’s existing offering was built around commodity staples, such as rice, cooking oil, flour, and sugar, where margins are thin and savings potential is limited. To unlock deeper savings, Agroshift formed partnerships with distributors of female-oriented products, including baby care items, cosmetics, and hygiene goods, introducing

these at discounted prices alongside its commodity offering. The result was a metric that aligned Agroshift's commercial incentive directly with a measurable improvement in female workers' financial wellbeing, making gender impact and revenue growth mutually reinforcing rather than competing priorities.

Savings were calculated automatically through Agroshift's daily retail price monitoring system. Each day, field staff collected prices from five to ten nearby Mudi Dokans for every item Agroshift carries. The gap between the Mudi Dokan price and Agroshift's sale price provided the enterprise with a per-item savings figure. These figures were then aggregated across a monthly order basket per user, producing a verified monthly savings amount for each active female RMG worker. As a result, the IMM framework that IRMF helped Agroshift develop finally gave the enterprise's robust operational data infrastructure a purpose for understanding consumer behaviour for the first time.

The IRMF follow-on payment structure was tied to impact performance thresholds, with potential disbursements rising at each savings rate threshold from a floor of 3.35%, where no payment was triggered, up to 6.5%, where the full base disbursement of USD 54,100 applied. An additional USD 10,900 "impact kicker" for overperformance was available should Agroshift achieve results that exceeded the base threshold by a significant margin. The financial reward would only come after impact was verified by an independent verification firm, not before.

Ultimately, at the end of the measurement period, Agroshift managed to reach **11.59%**, successfully surpassing both the base and impact kicker thresholds. This 11.59% savings increase reflected **8,291 female users reached** from six RMG factories against an initial target of 8,100. Due to Agroshift's strong performance, both the base disbursement and impact kicker were triggered, resulting in their achievement of a **total disbursement of USD 65,000**.

TWO DECISIONS THAT DROVE GREATER GENDER IMPACT

Female user savings grew from **USD 3.30 at the baseline pre-contract to USD 6.87 by June 2026 at the end of the measurement period**, above the USD 6.16 projected without Agroshift receiving any financial incentives. Two aspects drove that result.



Female worker using self-ordering kiosk. Photo by Agroshift.

The first was a deliberate shift in product strategy. Agroshift's business had been built on commodity staples, including rice, oil, flour, and sugar. These items typically drive sales volume but leave little room to pass on savings to workers. Cooking oil and sugar alone account for 30 to 35% of Agroshift's monthly sales. The IRMF follow-on transaction, then, prompted Agroshift to look beyond commodities for the first time to four categories largely absent from its offering: health and hygiene products, cosmetics, baby food, and baby diapers. On average, factory workers spend more on cosmetics than workers in informal employment earning similar wages; the status of formal employment changes how women see their spending power, and that category had gone almost entirely unserved by Agroshift previously. On these Fast-Moving Consumer Goods (FMCG), Agroshift's margins run higher than commodity staples, giving the business significantly more room to offer meaningful discounts to workers while still earning a profit. Negotiations with manufacturers enabled the purchasing of sachet-sized packs, single packs of sanitary napkins, and small-format coconut oil affordable on just one day's overtime pay. These items were then bundled with commodity purchases offered at heavy discounts, a positioning Agroshift's competitors could not replicate, as no standalone FMCG discounter could also offer the commodity anchor.

The second aspect that drove their strong performance was how female workers were brought into the ordering funnel to begin with. Reaching female workers required more than stocking the right products. Most of Agroshift's existing ordering behaviour had been shaped by male purchasing patterns. Female workers were registered on the platform, as Agroshift conducts registration drives in every factory they enter. However, registration did not translate into active ordering. Through the IMM data, Agroshift discovered that commodity purchasing decisions in most households sat with male family members. Bringing female users into the active ordering funnel required a different approach entirely. In the end, the answer came not from a marketing campaign, but from a 25-cent bar of soap.

STORY FROM THE FIELD: THE SOAP BAR ENTRY POINT

Agroshift needed a way to bring female workers into a purchasing funnel shaped around male buying behaviour, without losing existing users. A factory floor manager gave the management team their answer: start with something unisex. Agroshift then decided to offer a 25-cent dishwashing bar free with every order above USD 10. This campaign proved successful, moving 21,000 units and creating something more valuable: a female user cohort with purchase history. From there, Agroshift used order data to identify higher-spending female users and introduced targeted offers on sanitary napkins, baby diapers, and cosmetics in small, affordable pack sizes. Conversion from that cohort ran at around 35%. As a result of the success of this strategy, Agroshift was soon ordering 20,000 dishwashing bars at a time.

What neither Agroshift nor its suppliers anticipated was what happened next. As female workers in the six target factories began purchasing female-specific products through the platform, they started placing two orders: one for themselves, one for a neighbour working in a nearby factory who found it easier to buy through a trusted female contact than from a male-staffed local shop.

Developing the capacity to serve female customers required deliberate operational changes that took six months to implement. Female temporary staff were sourced for high-sales days, as female workers would typically be unwilling to buy health and hygiene products from male salespeople. Discrete corners were arranged within

factory shops to make female shoppers more comfortable. Shop operating hours were extended to cover the post-shift period, when most female workers came to the platform. Agroshift also ensured its factory outlets were positioned between the ATM booth and the factory exit, so female workers could buy groceries directly after withdrawing their salary, before going home. These were some operational improvements that made the female customer funnel work effectively.

Beyond capturing increased savings, there was more to the story, with the impact ultimately being felt through a more fundamental shift in who controls the money itself.

STORY FROM THE FIELD: MONEY IN WOMEN'S HANDS

Most large RMG factories in Bangladesh have an ATM booth located outside the entrance gate. On salary day, the common pattern is for female workers to withdraw their full salary and complete household purchases before going home. The access to an Agroshift store, now equipped with a wider range of women and mothers' hygiene and wellbeing products, gives women workers greater agency over household purchasing decisions, allowing them to make essential purchases from their own earnings. For many of the women targeted through this IRMF follow-on, it was also an empowering experience where access ensured that spending decisions became theirs to make.

POST-IRMF WAY FORWARD

Agroshift's next goals extend well beyond the six factories targeted in the IRMF follow-on incentive scheme. A recently formed partnership with a major pharmaceutical distribution company now gives Agroshift access to 300 smaller factories through a fleet of mobile trucks. This is significant considering that these factories would otherwise be too small to host a physical Agroshift outlet. Thanks to these mobile trucks, drop-off routes from aggregated group pre-orders are being extended into worker neighbourhoods after factory hours, specifically reaching female workers who cannot purchase during the working day and who currently face the friction of travelling to purchase groceries at wet markets after dark. This gender-specific approach mirrors what worked in the six target factories and is now being taken to a new geography and scale.

"Impact measurement is no more a "sophisticated, fancy thing". It is a functional part of our business metrics that helps us serve our customers better, and that is the most important learning we are taking from this programme to our investors."

DIPTHA SAHA, CO-FOUNDER AND COO, AGROSHIFT



The commercial infrastructure that has made Agroshift's scale possible is also maturing. Early relationships with large manufacturers, secured by paying early and committing to not sell their products outside factory premises, gave Agroshift access to corporate distribution rates that smaller competitors cannot match. With a gross merchandise value of over USD 1 million per month, Agroshift now has the purchasing scale to negotiate deeper on FMCG lines, which in turn creates more room to pass on additional savings to female workers going forward. The IMM system and commercial model are reinforcing each other in this respect.

In January 2026, Agroshift received a **USD 200,000 debt investment from Impact Investment Exchange (IIX)**, a Singapore-based impact investor. This provided Agroshift with an early signal of something the B-Briddhi programme was built to help enterprises demonstrate: that rigorous impact measurement is not meant to solely satisfy donor requirements, but rather to help make funding opportunities available that would otherwise remain closed.

Beyond RMG workers, the next impact story Agroshift is building toward is the female smallholder farmer on the procurement side of its supply platform. The data infrastructure built through IRMF, and sharpened through the follow-on, is the foundation for that next chapter.



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Agroshift store on factory premises. Photo by Agroshift.

