



# PRICE

## Poverty Reduction by Increasing the Competitiveness of Enterprises

3RD QUARTERLY REPORT, SEPTEMBER-NOVEMBER 2008



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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ACRONYMS AND ABBREVIATIONS

BFFEA	Bangladesh Frozen Foods Exporters Association
BFVPEA	Bangladesh Fruits and Vegetables Producers and Exporters Association
BMET	Bureau of Manpower, Employment, and Training
BSFF	Bangladesh Shrimp and Fish Foundation
DoF	Department of Fisheries
EU	European Union
FIQC	Fish Inspection and Quality Control
GHERS	Greater Harvest for Economic Returns in Shrimp
GOB	Government of Bangladesh
ILO	International Labor Organization
KRA	Key results area
LCDF	Local Currency Development Fund
LFMEAB	Leathergoods & Footwear Manufacturers & Exporters Association
LSC	Leather Service Center
M&E	Monitoring and evaluation
MoC	Ministry of Commerce
MoFL	Ministry of Fisheries and Livestock
MOU	Memorandum of understanding
PAMA	Policy Analysis, Monitoring, and Assessment project
PCR	Polymerase chain reaction
PIR	Project intermediate results
PL	Post-larvae
PMP	Performance monitoring plan
PPP	Public-private partnership
PRICE	Poverty Reduction by Increasing the Competitiveness of Enterprises
SEDF	South Asia Enterprise Development Facility
SMEs	Small and medium enterprises
STTA	Short-term technical assistance
TAPP	Technical assistance project proposal
TOT	Training of trainers
USAID	U.S. Agency for International Development
USG	United States government
WFC	WorldFish Center



## I. INTRODUCTION

PRICE is a five-year USAID economic growth project. The key success indicators are to facilitate the creation of \$200 million in sales, 40,000 jobs and \$4 million in investment. PRICE activities are market-driven and seek to share the benefits of growth with women, young adults, farmers and SMEs.

The project uses three mechanisms to facilitate increases in sales, jobs, and investment in aquaculture, horticulture, and leather products.

First, PRICE facilitates sales transactions in these sectors through three regional offices. PRICE business advisors identify clients facing specific constraints to sales transactions and facilitate solutions to realize sales. On a cost-share basis, the advisors arrange for training and technical assistance, find buyers, organize SME suppliers, and source financing to create sales, jobs, and investment. Connector processing firms are often the point of entry, but the advisors' work takes them throughout the value chain. In all cases, PRICE identifies the value-added support provided, including communicating successes and lessons to the entire sector and sharing the benefits of growth with women, young adults, SMEs, and farmers.

Second, working as much as possible with sector associations, PRICE implements sectorwide strategic activities to promote growth throughout the value chain by improving the supply-side response to market demand. Strategic activities target the main growth opportunities or constraints to sales, jobs, and investment in each sector. For example, PRICE is training 2,000 shrimp farmers on modern practices to increase farm yields. Also, with post-harvest losses close to 30 percent in horticulture, PRICE supports contract farming and improved post-harvest handling. In leather, PRICE is training poor women and young adults to become factory sewing operators, addressing a key footwear industry constraint.

Finally, PRICE identifies the policy issues that are major constraints to sector growth. PRICE works with PAMA, the Bangladesh Investment Climate Fund, and other policy stakeholders for policy change in support of sector growth.

## II. PROJECT MANAGEMENT

### Staffing

PRICE is almost fully staffed, despite challenges in filling three positions: (1) equity integration manager, (2) communications specialist, and (3) M&E specialist. Recently, a communications specialist was hired and is scheduled to join the team on December 28. Soon, offers will be made to the top candidates for the equity and M&E positions. Hiring the equity integration manager will require USAID approval, as this position is key. Meanwhile, to maintain momentum, PRICE has contracted with a training professional to manage training until the equity position is filled.

## **Subcontracts**

During the quarter, Chemonics finalized two key subcontracts for implementation. The WorldFish Center (WFC) was contracted to implement the GHERS initiative to improve shrimp farm pond yields, addressing a key sector constraint. The contract is for approximately 15 months and is expected to be renewed, subject to satisfactory performance. WFC has established a Khulna office to implement this initiative. Winrock was subcontracted to implement sales facilitation work in Khulna. Business advisors will identify clients facing specific constraints to sales transactions and facilitate solutions (training, technical assistance, organizing suppliers, etc.) to realize sales. The Khulna office is a PRICE office with staff fielded by Winrock. It is essential that both PRICE offices in Khulna work closely together. Finally, USAID approved a subcontract with Devis to design and implement AID-Project, a project management tool and Web portal, and knowledge management software.

## **Work Plan and Performance Management Plan**

The first draft of the PRICE work plan was submitted to USAID on August 31. The mission requested a revision to include more detail and revised performance indicators and targets. The revision was submitted at the beginning of October. USAID indicated it would provide feedback on the revision by mid-December after reviewing the work plan for consistency with the PRICE contract. Meanwhile, USAID instructed the PRICE team to proceed with implementation per the submitted work plan.

The project PMP was submitted to USAID with the two successive work plan submissions noted above. The PMP includes both custom and common indicators and proposed targets for each. As with the work plan, PRICE expects to receive feedback on the PMP by mid-December. Please see Annex B for an update on indicators; most are input-related at the current stage of implementation. For each indicator, the year-to-date (YTD) figure is to the right of the target in the table.

## **III. TECHNICAL HIGHLIGHTS**

The following are highlights of PRICE's technical activities in each sector supported. Annex A provides more detail on PRICE's technical work.

### **Aquaculture**

*Vision for sector: After five years, the entire aquaculture sector should grow from more than \$500 million to \$1 billion in export and domestic sales, having adopted international standards in farming, quality, and socially responsible practices, all for the benefit of farmers, women, and young adults.*

## **Value Chain Linkages**

- PRICE has two clients and five prospects for sales facilitation and value chain linkages work in aquaculture.
- PRICE is now planning visits to Bangladesh in early 2009 by U.S. firms interested in outsourcing processing to address Bangladesh processing firm overcapacity.

## **Low Shrimp and Fish Pond Yields**

- The GHERS initiative was launched to significantly increase shrimp pond yields. Six partner depots were enlisted, with 18 extension facilitators trained to train farm group leaders, who in turn will train 2,000 farmers beginning in January 2009, per the production cycle.
- GHERS is providing technical support to Pranti PCR lab to promote screened post-larvae (PL).
- MOUs were signed with five fish associations, and work is under way to train approximately 1,800 fish farmers in 2009 on input procurement, pond management, and group marketing. A total of 360 farmers, seed traders, and group leaders have already been trained.

## **Quality**

- 38 DoF/FIQC lab and field inspection staff were trained on EU food safety in early November. Eight trainers were trained; they will train an additional 100 FIQC staff in early 2009.
- To further support compliance with EU food safety requirements, PRICE will field a consultant to the FIQC Dhaka lab in February 2009 for EU compliance, including 17025 certification.
- GHERS is providing technical support to Pranti PCR lab to promote screened PL.
- Support to other PCR labs (e.g. Niribili) is planned to promote competition in screened PL.

## **Labor Practices**

- BSFF was identified as a service provider to train 10 pilot processing firms on labor practices, with particular emphasis on women and children.
- Training on labor practices for owners, managers, workers, and contractors of 10 pilot firms will begin in December or January, with the ability to replicate the training subject to demand. Ten potential firms were identified, subject to confirmation by BFFEA.
- Subject to industry response to this initiative, PRICE may field an international consultant in the first quarter of 2009 to assist with development of an effective labor law enforcement regime.

## A PRICE Success in Aquaculture

In mid-September, the EU Commission surprised most stakeholders in announcing that another food safety delegation was coming in November and that a ban, similar to the one placed in 1997, was a strong possibility. In response, PRICE met with representatives at the EU office in Dhaka to identify immediate priorities for project assistance that would instill greater confidence in the industry among members of the incoming delegation. Within 30 days, two PRICE international experts delivered EU food safety training to 38 FIQC lab and field staff before the delegation arrived. PRICE also agreed to field a consultant to assist the FIQC Dhaka lab with EU compliance, including 17025 certification. PRICE has since learned that a ban has been averted thanks to progress by the industry and PRICE's support.



“From the faces of the trainees I can see this training was a real success and we can face the EU delegation with confidence.” — Syed Ataur Rahman, MoFL Secretary

“This was a tremendous training, greatly helping FIQC, unveiling many things related to food safety to lead us towards the right direction of proper testing.” — Training participant Mr. Kodor, Senior Inspector, FIQC, DoF

## Challenges Moving Forward in Aquaculture

The aquaculture sector is under threat on numerous fronts, particularly with regard to EU food safety requirements. The EU's Bangladesh Quality Support Program (BQSP) has provided considerable support to the DoF in several key areas related to food safety and quality, such as traceability and shrimp testing laboratories. Government will need to tightly coordinate PRICE's work in shrimp, particularly with regard to quality issues (traceability, laboratory improvement, HACCP, etc.) with that of other donor projects, such as Katalyst. In this regard, PRICE has enlisted BSFF Chairman Mahmud Huq to coordinate donor support in the shrimp sector to maximize benefits.

PRICE's work in shrimp, particularly with regard to quality, is also challenged by the complexity and fragmentation of the shrimp value chain. As is well known, a large number of middlemen are active, particularly between farms and processors. PRICE is addressing this principally through the GHERS initiative and work with individual processors.

## Horticulture

*Vision for sector: After five years, horticulture production will double to 8 million metric tons through better farming practices, storage facilities, and marketing, making larger inroads into the domestic and export markets with fresh and processed products, all for the benefit of women, young adults, and farmers.*

## **Value Chain Linkages**

- PRICE has three clients and three prospects for sales facilitation and value chain linkages work in horticulture.
- PRICE has contacted 10 potential buyers of export-grade potatoes.

## **Improving Farm Management Practices**

- Three initiatives are under way (Surovi, Abu Saleh, and Konika) to introduce and expand the use of contract farming to improve farm management practices, expected to benefit 77 farmers in 2009.
- Syngenta and Lal Teer Seed agreed to partner with PRICE to train more than 1,200 independent SME input dealers to provide embedded extension services and training to some 60,000 farmers on farm management practices. In addition, 68 women will be newly hired by independent SME dealers in support of this activity. This will mostly occur during the first half of 2009, following the production cycle.

## **Improving Post-Harvest Handling**

- PRICE partnered with two major trader groups to train 40 traders and 3,000 farmers on proper post-harvest handling.
- Padakhep MUK is currently deciding whether or not to partner with PRICE on pilot ripening chamber initiative for mangoes.

## **Challenges Moving Forward in Horticulture**

One of the main challenges for PRICE in moving forward in the horticulture sector is coordination with other donor projects working in the sector, principally Katalyst and SEDF. Potential areas of duplication, confusion, or conflict in horticulture relate to partner selection, principally with large input suppliers (e.g., Syngenta) who partner to reach independent dealers and farmers. Other potential problems with donor coordination are geographic location and product selection. Another challenge is the current global economic crisis, which is adversely affecting Bangladesh's exchange rate and, hence, its export capability and the willingness of investors to invest in critical post-harvest handling facilities, such as cold storage.

## **Leather Products**

*Vision for sector: After five years, the sector should grow from \$400 million to \$1 billion in export and domestic sales, having adopted adequate hide collection and handling practices, developed skilled labor, improved waste handling, and enhanced international market linkages.*

## **Value Chain Linkages**

- PRICE has one client and five prospects for sales facilitation and value chain linkages work in leather products.
- PRICE is planning to support visits by export-ready shoe producers to the United States, the EU, and other key markets to meet with prospective buyers.

- PRICE is seeking to support SME producers working with firms such as Leatherex, Apex, and Bata, which outsource to small producers.

### **Workforce Development**

- Bhairov Training Center has begun training 300 poor women from Bhairov who will be hired by Apex.
- A public-private partnership was established among PRICE, Apex, and the Bureau of Manpower, Employment, and Training to train some 3,000 poor women in 2009, leading to the creation of a sustainable, inclusive training institution for the industry. Training will begin in January.
- During the period leading up to Qurbani Eid, 737 butcher/flayers were trained on proper flaying practices for better hides.

### **SME Competitiveness**

- Leatherex and Apex have shown interest in supporting SME suppliers to improve their business practices. Similar discussions with Bata are needed, as Bata has an enterprise associate program.
- Discussions on coordination are under way between PRICE and the Leather Service Center. LSC has already supported SMEs with financing, design, and export promotion assistance. LSC has promised to share its SME needs survey with PRICE to inform our work and ensure coordination.

### **PRICE Successes in Leather Products**

One of the principal constraints to greater competitiveness of the leather products sector in Bangladesh is poor hide flaying techniques during Qurbani Eid, when the majority of hides in the country are harvested. This problem occurs at one of the most backward parts of the leather products value chain.

In coordination with the Leather Business Promotion Council's work in this area, PRICE organized training in proper flaying techniques for 737 butchers in 10 slaughterhouses in greater Dhaka through demonstrations and a PowerPoint presentation. Training is being complemented by road show campaigns at the cow *haats* right before Eid to educate the public on the importance of proper flaying in producing better quality hides for the Bangladesh leather industry.



“Nobody has ever trained us like this before. This training will be helpful for us, as leather is a valuable national asset. From now on we will work more carefully. If the skin is damaged during flaying, its selling price becomes lower. That brings us lower profits.” — Training participant Omar Faruq

Another constraint to competitiveness is the lack of skilled sewing operators due to competition from the readymade garments sector, as well as lack of training. Accordingly, and in coordination with LFMEAB, two PRICE initiatives are addressing this constraint. First, PRICE has enlisted the Bhairov Training Center to train 300 poor, unemployed women to become skilled sewing operators. Apex Adelchi, the largest shoe producer in the country, has agreed to hire all qualified trainees after training is completed. Building off this initiative, PRICE facilitated a PPP between the Bureau of Manpower, Employment, and Training and Apex to train 3,000 poor women in 2009 to become sewing operators and create a sustainable, inclusive training institution.



“This center has opened a new world for me. Until now I was a restricted housewife within the walls of my family but now is a much bigger world. My confidence has risen.....I am sure when this training is over I will get a job....to contribute to my family.” — Training participant Ms. Kakali

## Challenges Moving Forward in Leather Products

PRICE faces two main challenges in moving forward in the leather products sector. First, similar to the other sector work, coordination with other donor initiatives in leather products is essential. For example, the LSC (Italian-funded and housed in the Leather College) is supporting the sector through financing, design and export promotion assistance, and workforce training (to begin soon). PRICE has met several times with representatives of the LSC, and both sides have expressed a genuine desire to work together. Beyond regular meetings to compare notes, one option is for PRICE to use the LSC as a training service provider for smaller shoe companies that would be well served by the LSC’s planned in-house training service.

The ILO recently announced a major initiative in workforce development with the Department of Education to develop competency frameworks and support training in four sectors, including leather products. PRICE has met with the ILO team in this regard, with both parties recognizing the need and ability to cooperate. Principally, PRICE will work with ILO to develop and incorporate competency frameworks for sewing operator training. However, good communication between PRICE and this ILO initiative is essential for ongoing coordination.

## Enabling Environment

### Pro-Poor Growth Policy Reform Supported

- PRICE has identified 10 policy or regulatory growth issues that warrant further analysis and advocacy, with top priority given to promoting the requirement that all shrimp PLs be screened, which would dramatically reduce shrimp farm mortality rates.

### **Public-Private Partnerships Promoted**

- As indicated earlier, a public-private partnership was established among PRICE, Apex, and the Bureau of Manpower, Employment, and Training to train some 3,000 poor women in 2009, leading to the creation of a sustainable, inclusive training institution for the industry. Training will begin in January.
- A consultant was engaged to assist the Ministry of Commerce in mobilizing the Local Currency Development Fund (LCDF). The current target date for LCDF mobilization is January 31, 2009.

### **Understanding of Pro-Poor Growth Promoted**

- The PRICE project communication strategy is on track for completion by December 31.
- Six press releases were issued promoting PRICE's work relating to pro-poor growth.
- PRICE participated in all major donor coordination meetings, principally those of the Market Development Forum.

### **Associations Advocating Worker Protection**

- Preliminary discussions were held with BFFEA (shrimp), LFMEAB (leather products) and BFVPEA (horticulture) on worker protection and/or related codes of conduct.

### **Challenges Moving Forward in Enabling Environment**

The principal challenge for PRICE with regard to its enabling environment work is engaging the GOB or the Ministry of Commerce to mobilize the LCDF in support of the PRICE sectors. With USAID's ongoing advocacy and PRICE's recent engagement of Mahmud Huq as facilitator, considerable progress has been made, with the current target date for LCDF mobilization being January 31.

## ANNEX A. IMPLEMENTATION STATUS

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 1. Competitiveness of Aquaculture Sector Increased</b>			
<b>KRA 1.1. Value Chain Sales Directly Facilitated Through BSCs</b>			
Activity 1. Identify clients and support value chain sales	2 client growth plans TA to 1 client	2 client growth plans TA to 1 client	<p><b>Ongoing (on track).</b> The following outlines current PRICE <i>clients</i> and <i>prospects</i> regarding direct sales facilitation in aquaculture:</p> <ul style="list-style-type: none"> <li>• <u>Peninsula Seafood</u> (client) – training for female sales force</li> <li>• <u>Quality Feed</u> (client) – feed formulation TA to benefit SME dealers and farmers with sharing of knowledge to industry</li> <li>• <u>Banglafish</u> (prospect) – TA on high fry mortality/feed formulation</li> <li>• <u>Meehar</u> (prospect) – possible TA on value-added products</li> <li>• <u>Seven Ocean</u> (prospect) – possible training for food processors</li> <li>• <u>Aqua Resources</u> (prospect) – TA in quality certification</li> <li>• <u>Gemini</u> (prospect) – training of trainers in organic shrimp</li> </ul> <p>PRICE has another 15 firms as leads for possible assistance.</p>
Activity 2. Market development for direct value chain sales	4 buyers contacted	4 buyers contacted (waiting confirmation from Gleyn Bledsoe)	<p><b>Ongoing (on track).</b> Desktop research was conducted on potential markets for shrimp, including identifying interested U.S. processors in outsourcing to Bangladesh. With BFFEA, PRICE will support visits of U.S. processors to meet with Bangladesh processors in February.</p>
<b>KRA 1.2. Shrimp/Prawn Farm Management Improved for Higher Yields</b>			
Activity 1. Build capacity of depot owners for technology transfer	6 depots selected 12 facilitators trained	6 depots selected 12 facilitators training started	<p><b>In progress (on track).</b> This is the first phase of the GHERS initiative implemented by WFC. To train 2,000 shrimp farmers in 2009, PRICE has selected 6 partner depots to support with 12 extension facilitators to train farmers through 8 modules.</p>
Activity 2. Transfer technology to shrimp and prawn farms	None	None	<p><b>Scheduled (ahead of schedule).</b> Training of the first 1,000 farmers was to begin in January and training of the second 1,000 in February. Now, training for all 2,000 farmers will begin in January.</p>
<b>KRA 1.3. Associations/Cooperatives Strengthened for Expanded Sales</b>			
Activity 1. Assist in procurement of inputs for farmers	3 partner MOUs Groups formed/trained	5 partner MOUs signed Groups formed and trained	<p><b>In progress (ahead of schedule).</b> MOUs for assistance were signed with 5 associations. Training on input procurement was delivered to 3 associations, with 185 farmers, group leaders, and seed traders trained.</p>

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 1. Competitiveness of Aquaculture Sector Increased (Cont'd)</b>			
<b>KRA 1.3. Associations/Cooperatives Strengthened for Expanded Sales (Cont'd)</b>			
Activity 2. Improve farm management practices	16 group leaders trained	100 group leaders and lead farms trained	<b>In progress (ahead of schedule).</b> Training was delivered to 100 group leaders and lead farms on farm management practices. Also, nursing training was delivered to 75 seed traders.
Activity 3. Improve group marketing	3 partner estimates done	3 partner estimates in progress	<b>In progress (slight delay).</b> Training on responsible harvesting and transportation will be delivered in December of January.
<b>KRA 1.4. Industry Compliance with Local Labor Laws Improved</b>			
Activity 1. Raise awareness of problems and rights among stakeholders	5 pilot firms sign MOUs	10 potential firms identified	<b>Planning (slight delay).</b> Sole-sourcing negotiation is under way to enlist BSFF to train owners, managers, workers, and contractors of 10 processing firms on a pilot basis. Training is expected to begin in December or January. Ten potential firms have been identified, with more discussions required with the BFFEA.
Activity 2. Develop effective labor law enforcement regime	None	None	<b>Planning (on track).</b> Preliminary discussions with stakeholders have further validated this planned activity. STTA is expected to begin during the first or second quarter of 2009, subject to the results of KRA 1.4, Activity 1.
Activity 3: Support compliance with EU residue requirements	30 FIQC staff trained	38 FIQC staff trained	<b>In progress (on track).</b> Responding rapidly to the DoF, PRICE provided an international trainer to train 38 FIQC lab and field inspection staff on EU food safety requirements. Eight staff were trained as trainers and are expected to train at least another 100 FIQC field staff in December or January. This activity is expected to significantly expand once the EU FVO delegation completes its report in December, with expected additional tasks to include at least a consultancy for the Dhaka FIQC lab.
<b>KRA 1.5. Input Quality Improved</b>			
Activity 1. Build capacity of hatchery technicians	None	None	<b>Planning (on track).</b> PRICE will survey hatchery owners in the coming quarter on the need for training for hatchery technicians. The pilot youth training project of USAID has identified prawn hatchery technician training as a priority training area for its upcoming pilot youth training project. PRICE is in close communication with this project to ensure coordination.

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 1. Competitiveness of Aquaculture Sector Increased (Cont'd)</b>			
<b>KRA 1.5. Input Quality Improved (Cont'd)</b>			
Activity 2. Promote screened PL	1 technician assigned to lab	1 technician assigned to lab	<b>In progress (on track).</b> As part of the GHERS initiative, PRICE is providing, on a cost-share basis, a PCR lab technician for Pranti PCR lab in support of providing screened PL for GHERS farmers. An agreement has been signed with Pranti to provide screened PL. PRICE is engaging other PCR labs (Niribili, Khulna University, SGS, FAO, etc.) to identify means to further promote the use of screened PL
<b>PIR 2. Competitiveness of Horticulture Sector Increased</b>			
<b>KRA 2.1. Value Chain Linkages Improved</b>			
Activity 1. Identify clients and support value chain sales	2 client growth plans TA to 1 client	3 growth plans TA to 1 client	<b>Ongoing (on track).</b> The following outlines current PRICE <i>clients</i> and <i>prospects</i> regarding direct sales facilitation in aquaculture: <ul style="list-style-type: none"> <li>• <u>Surovi</u> (client) – training for 70 farm workers to export potatoes</li> <li>• <u>Abu Saleh</u> (client) – seed packaging and contract farming for higher sales of this seed company</li> <li>• <u>Konika Seed</u> (client) – contract farming for potato and other seed</li> <li>• <u>BRAC</u> (prospect) – contract farming for export-grade potatoes</li> <li>• <u>Partex</u> (prospect) – contract farming to benefit 50 farmers</li> <li>• <u>Dynamic Seed</u> (prospect) – possible TA in certification</li> <li>• <u>Gokul Nursery</u> (prospect) – lack of quality inputs/skilled labor</li> </ul> Also, PRICE has another 8 firms as leads for possible support.
Activity 2. Market development for direct value chain sales	4 buyers contacted	10 buyers contacted	<b>On-going (on track).</b> Ten buyers in Sri Lanka were contacted with regard to buying Bangladesh potatoes, with one expressing interest.
<b>KRA 2.2. Farm Management Practices Improved</b>			
Activity 1. Analysis of value chain of selected products	Value chain analysis	In progress	<b>In progress (slight delay).</b> High-value products have been identified (potato, tomato, mango, pineapple, banana, other vegetables and spices. SOWs were prepared and potential consultants identified. This activity will continue through December and January. PRICE will use the analysis to enhance interventions to strengthen value chains.

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 2. Competitiveness of Horticulture Sector Increased (Cont'd)</b>			
<b>KRA 2.2. Farm Management Practices Improved (Cont'd)</b>			
Activity 2. Develop contract farming systems	1 MOU signed	3 MOU signed	<b>In progress (on track).</b> PRICE has signed three sales growth plans under value chain linkages using contract farming to meet the demands of the buyers of PRICE clients Surovi, Konika, and Abu Saleh.
Activity 3. Embedded services provided through input dealers	None	2 MOUs signed	<b>In progress (ahead of schedule).</b> MOUs were signed with Syngenta Bangladesh and Lal Teer Seed, leading horticulture input suppliers. On a cost-share basis, PRICE will support training of 1,200 independent SME input dealers of Syngenta and Lal Teer Seed to provide embedded farm management advice to some 60,000 farmers. As part of this, 108 young women (including 68 new recruits) will be trained in market promotion.
<b>KRA 2.3. Post-Harvest Technologies Transferred and Improved</b>			
Activity 1. Promote specialized storage systems for horticulture	None	None	<b>In progress (possible delay).</b> Preliminary discussions with Bangladesh Cold Storage Association and other potential clients indicate that investors are taking a wait-and-see approach, given the current financial and political crisis. PRICE will follow up with the association and other parties during the next quarter to ascertain current interest.
Activity 2. Pilot ripening chambers	None	None	<b>In progress (on track).</b> PRICE has engaged Padakhep MUK as a potential implementation partner. Padakhep is working with mango growers and traders and providing credit to 600 mango growers in Rajshahi region. Padakhep failed to market mangoes to Dhaka superstores last year due to lack of uniform ripening – hence, its interest in ripening chambers. Padakhep's level of commitment will become more clearer during the next quarter.
Activity 3. Training on post-harvest handling and packaging	None	None	<b>In progress (ahead of schedule).</b> PRICE has identified two trader groups for this activity, including Shyambazar (Dhaka) vegetables export market group and Char Fahsion Vegetables Aratdar Samity (Bhola). MOUs have been drafted for these trader groups that would ultimately benefit 40 traders and 3,000 farmers by improving post-harvest handling and packaging.

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 2. Competitiveness of Horticulture Sector Increased (Cont'd)</b>			
<b>KRA 2.4 Key Export Constraints Addressed</b>			
Activity 1. Review policies and recommend actions and advocacy	Non	None	<b>In progress (on track).</b> PRICE has identified several policy or regulatory issues related to export constraints for horticulture, including: <ul style="list-style-type: none"> <li>• Market infrastructure for temporary storage, loading, etc.</li> <li>• Revising the current horticulture incentive policies</li> <li>• Establishing food safety regulation and compliance</li> </ul>
Activity 2. Conduct study on BanglaGAP-type program	None	None	<b>Planning (on track).</b> No meaningful tasks have begun at this stage beyond preliminary desktop research.
<b>PIR 3. Competitiveness of Leather Products Sector Increased</b>			
<b>KRA 3.1. Value Chain Linkages Improved</b>			
Activity 1. Identify clients & support direct value chain sales	2 client growth plans TA to 1 client	1 client growth plan TA to 1 client	<b>Ongoing (on track).</b> The following outlines current PRICE <i>clients</i> and <i>prospects</i> regarding direct sales facilitation in aquaculture: <ul style="list-style-type: none"> <li>• <u>Apex</u> (client) – Cost-sharing on sewing operator training</li> <li>• <u>Leatherex</u> (prospect) – Possible sewing operator training and outsourcing to SME suppliers in Bhairav</li> <li>• <u>Landmark</u> (prospect) – Possible sewing operator training</li> <li>• <u>Bay Footwear</u> (prospect) – Possible sewing operator training</li> <li>• <u>Jenny's</u> (prospect) – Possible sewing operator training</li> <li>• <u>Picard</u> (prospect) – Possible sewing operator training</li> </ul> Also, PRICE has another 2 firms as leads for possible support.
Activity 2. Market development for direct value chain sales	4 buyers contacted	1 buyer contacted	<b>In progress (slight delay).</b> As PRICE meets with potential leather products clients, the main growth constraint is the lack of trained sewing operators, not the lack of buyers. During the past quarter, PRICE focused on this problem when talking with companies. As PRICE begins working further upstream in the value chain, more work will be done in this area. Furthermore, it has become clear that there is potential overlap between this activity and Activity 2 under KRA 3.2.

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 3. Competitiveness of Leather Products Sector Increased (Cont'd)</b>			
<b>KRA 3.2 Sectorwide Foreign Market Accessed Improved</b>			
Activity 1. Support buyer visit to Bangladesh producers	None	None	<b>Planning (on track).</b> Subject to further discussions with BFLGEA, PRICE intends to develop direct marketing material to send to buyers in the U.S. market and to support potential buyers looking to source in Bangladesh from tracked responses.
Activity 2. Support producer visits to international buyers	None	None	<b>Planning (on track).</b> PRICE has received a preliminary proposal from AWS (U.S.) to support visits of export-ready Bangladesh leather products producers to key U.S. and EU markets. This would include strategy development, trip preparation, arranged visits and “cocktails,” etc. During the next quarter, PRICE will discuss how to proceed with both prime leather products associations. Key questions include the basis of cost-share and participant selection, which would be based on criteria including export-readiness, cost-sharing based on financial resources, social compliance, and other factors.
<b>KRA 3.3 Sustainable Workforce Skills Training Increased</b>			
Activity 1. Develop skills of sewing and stitching operators	MOU signed Four trainers trained	MOU signed Four trained trainers	<b>In progress (on track).</b> PRICE, Apex Adelchi, and the Bureau of Manpower, Employment, and Training, signed an MOU in October to train 3,000 poor women in 2009. BMET will provide space at the Tanguil Technical Training Center, Apex will provide machines, and PRICE will provide TOT and trainers. The parties committed to developing the initiative into a sustainable, inclusive training facility for the shoe industry. The first 300 trainees will begin training in January 2009. The Ministry of Labor has called this a model for development. PRICE has met with LSC and ILO to ensure good coordination, particularly with ILO, which is developing competency frameworks with the Ministry of Education in four sectors, including leather products.
Activity 2. Improve raw hide skinning techniques	1,000 flayers trained	737 flayers trained	<b>In progress (on track).</b> Market Access is implementing a training and public awareness campaign for proper flaying of hides during Qurbani Eid. 542 flayers in 10 slaughterhouses in Greater Dhaka were trained. Awareness road shows with <i>baul</i> singers and promoters in cow <i>haats</i> are taking place right up to Eid. This initiative complements Business Promotion Council work in this area, which airs TV video during Eid and conducts workshops in local tanneries. Lessons learned on impact, scale, and methods will be applied next year.

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 3. Competitiveness of Leather Products Sector Increased (Cont'd)</b>			
<b>KRA 3.4 SME Competitiveness Improved</b>			
Activity 1. Understanding SME competitiveness needs	None	None	<p><b>Planning (on track).</b> While the SME needs survey was planned for next quarter, two developments have put this in question. First, LSC has already carried out such a survey, so to avoid duplication, PRICE is waiting to receive the final product, possibly in December. This will inform PRICE on SME needs and establish good coordination with LSC, which plans its own SME activities. Second, potential PRICE client Leatherex has requested that PRICE tour the SME leather products cluster in Bhairav to explore outsourcing by Leatherex. The tour is scheduled for early December, having been postponed due to buyer visits in November. Finally, PRICE will meet with Bata in December or January to explore potential support for SMEs via their enterprise associate program.</p>
<b>PIR 4. Enabling Environment Improved</b>			
<b>KRA 4.1 Policy Change for Pro-Poor Growth Supported</b>			
Activity 1. Identify, quantify, and communicate policy constraints	1 policy constrained identified	10 policy constraints identified	<p><b>In progress (ahead of schedule).</b> PRICE has identified 10 policy issues related to its sectors. For aquaculture, these include:</p> <ul style="list-style-type: none"> <li>• Mandatory PL screening</li> <li>• Separation of FIQC field inspections and lab testing</li> <li>• Banning, if possible, all nitrofurans in Bangladesh</li> </ul> <p>For horticulture, the preliminary policy growth constraints are:</p> <ul style="list-style-type: none"> <li>• Rationalizing the current export subsidy policy</li> <li>• Establishing required Good Agricultural Practices</li> <li>• Ensuring proper market infrastructure, such as temporary storage and loading facilities, particularly at three airports</li> </ul> <p>For leather products, the preliminary policy growth constraints are:</p> <ul style="list-style-type: none"> <li>• Level playing field between RMG and leather products</li> <li>• Proper testing and/or certification facilities for harmful substances such as chrome, AZKO, etc.</li> <li>• Moving tanneries from Hazaribagh to Sava</li> <li>• Government support for manpower training</li> </ul> <p>PRICE expects to focus on mandatory PL screening next quarter, although this is still under review.</p>

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 4. Enabling Environment Improved (Cont'd)</b>			
<b>KRA 4.2 Public-Private Partnerships Strengthened</b>			
Activity 1. Assist GOB with launching Local Currency Development Fund (LCDF)	Meeting with Ministry of Commerce	Several meetings with Ministry of Commerce	<p><b>In progress (on track).</b> PRICE is to support the GOB with administering the LCDF, which is to fund “public goods” such as infrastructure, lab equipment, etc. for PRICE sectors. A PRICE consultant is assisting the Ministry of Commerce with an action plan, with the MoC expecting the TAPP, and hence the LCDF, to become operational, by February 2009. Several ideas are already in the works for LCDF funding, including:</p> <ul style="list-style-type: none"> <li>• FIQC lab equipment for shrimp sample testing for EU</li> <li>• PCR lab support, perhaps reagents, to screen shrimp PL</li> <li>• Seed capital for sustainable training institute for footwear</li> <li>• Testing and certification for harmful substances in leather</li> </ul>
Activity 2. Facilitate public-private partnerships	1 PPP identified	1 PPP identified	<p><b>In progress (on track).</b> The previously noted initiative between the BMET, Apex Adelchi, and PRICE to train 3,000 poor women to become sewing operators is a PPP. BMET will provide the space, Apex will provide the initial machines, and PRICE will provide training. The objective of all three parties is a sustainable and inclusive training institution. with investments made by both government and the private sector.</p>
<b>KRA 4.3 Understanding of Pro-Poor Growth Promoted</b>			
Activity 1. Conduct public outreach campaign	Marketing material developed 6 press releases issued	Marketing material done (partially) 6 press releases	<p><b>Ongoing (slight delay).</b> PRICE has developed basic marketing materials (business cards, brochure, etc.), although these will be updated, with USAID having approved co-branding. Next quarter, PRICE will develop and issue sector bulletins and put up its Web site. The PRICE communication strategy will be completed by December 31. The project issued six press releases to promote its activities, including key growth constraints and pro-poor initiatives.</p>
Activity 2. Coordinate efforts with USAID and other donor projects	Attend all related donor meetings	Attended all related donor meetings	<p><b>Ongoing (on track).</b> PRICE has regularly attended donor meetings and projects to coordinate activities. These have included four meetings of the Market Development Forum and one-on-one meetings with Katalyst, the Italian-funded LSC, the ILO on sewing operator training and other activities, and the Bangladesh Quality Support Program on shrimp and quality.</p>

Activity	Projected Milestones	Realized Milestones	Comments
<b>PIR 4. Enabling Environment Improved (Cont'd)</b>			
<b>KRA 4.3 Understanding of Pro-Poor Growth Promoted (Cont'd)</b>			
Activity 3. Study on IT options for pro-poor growth promotion and knowledge management	None	None	<b>Planning (slight delay).</b> PRICE needs to meet with Microsoft to understand its commitment to working with PRICE.
<b>KRA 4.4 Associations Advocate Worker Protection</b>			
Activity 1. Worker protection via codes of conduct promoted	None	None	<b>Planning (on track).</b> PRICE has had preliminary discussions with BFFEA, LFMEAB, and BFVPEA on developing codes of conduct.

## ANNEX B. PERFORMANCE INDICATORS

The year-to-date (YTD) figure is to the right of the target in the table.

PRICE Custom Indicators					
Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
<b>Indicator 1</b>	<b>Total number of full-time-equivalent jobs created</b>				
<i>Justification</i>	True poverty reduction means having a decent job, with jobs arising from increases in sales and investment across the value chains in response to market demand. Consistent with this and with the PRICE contract, the focus of PRICE indicators will be on creation of jobs through sales and investment, particularly for the benefit of women and young adults.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	5,000/0	8,000	11,000	40,000
<b>PIR 1. Competitiveness of Aquaculture Increased</b>					
<b>Indicator 2</b>	<b>Total value of sales increased</b>				
<i>Justification</i>	Economic activity, in this case sales, is the main driver behind job creation.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	\$0/0	\$5,000,000/0	\$16,000,000	\$24,000,000	\$75,000,000
<b>Indicator 3</b>	<b>Total value of investment increased</b>				
<i>Justification</i>	Economic activity, in this case investment, is the main driver behind job creation.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	\$200,000/0	\$400,000	\$400,000	\$1,600,000
<b>KRA 1.1. Value Chain Linkages Improved</b>					
<b>Indicator 4</b>	<b>Number of sales contracts, etc., between connector firms and the value chain</b>				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	50/0	50	60	210
<b>KRA 1.2. Shrimp Farm Management Improved</b>					
<b>Indicator 5</b>	<b>Percentage increase in shrimp farm yields</b>				
<i>Justification</i>	Low shrimp farm yields are a major sector growth constraint to increased sales. Measuring percentage increases of shrimp farm yields will indicate improved shrimp farm management and increases in sector sales overall.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0%/0%	50%/0%	50%	50%	50%
<b>KRA 1.3. Fish Associations Strengthened for Expanded Fish Production</b>					
<b>Indicator 6</b>	<b>Percentage increase in fin fish farm yields</b>				
<i>Justification</i>	Measuring percentage increases of fin fish farm yields will indicate improved shrimp farm management and increases in sector sales overall.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0%/0%	70%/0%	70%	70%	70%

<b>PIR 1. Competitiveness of Aquaculture Increased (Cont'd)</b>					
<b>KRA 1.4: Improved Industry Compliance</b>					
<b>Indicator 7</b>	<b>Percentage of processing firms compliant with local labor laws</b>				
<i>Justification</i>	Compliance with local labor laws is a vital requirement in order to maintain or grow the current U.S. shrimp export market. Currently, there is no effective enforcement regime to verify compliance with local labor laws.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0%/0%	10%/0%	50%	75%	90%
<b>KRA 1.5: Input Quality Improved</b>					
<b>Indicator 8</b>	<b>Increase in quantity of screened PL used by farmers</b>				
<i>Justification</i>	Screening post-larvae for white spot and other viruses is a key factor in ensuring good yields for shrimp ponds. Otherwise, shrimp ponds run the risk of being contaminated with stocked PL that have viruses and therefore decimate pond shrimp populations.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	40,000,000/0	80,000,000	80,000,000	300,000,000
<b>PIR 2. Competitiveness of Horticulture Increased</b>					
<b>Indicator 9</b>	<b>Total value of sales increased</b>				
<i>Justification</i>	Economic activity, in this case sales, is the main driver behind job creation.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	\$5,000,000/0	\$12,000,000	\$18,000,000	60,000,000
<b>Indicator 10</b>	<b>Total value of investment increased</b>				
<i>Justification</i>	Economic activity, in this case investment, is the main driver behind job creation.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	\$200,000/0	\$300,000	\$300,000	\$1,200,000
<b>KRA 2.1. Value Chain Linkages Improved</b>					
<b>Indicator 11</b>	<b>Number of sales contracts, etc., between connector firms and the value chain</b>				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	50/0	50	50	200
<b>KRA 2.2. Farm Management Practices Improved</b>					
<b>Indicator 12</b>	<b>Percentage increase in farm yields</b>				
<i>Justification</i>	Measuring percentage increases of farm yields will indicate improved farm management and increases in sector sales				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0%/0%	20%/0%	20%	20%	20%
<b>KRA 2.3. Post-Harvest Technologies Transferred and Improved</b>					
<b>Indicator 13</b>	<b>Number of entities adopting post-harvest technologies</b>				
<i>Justification</i>	Post-harvest handling (PHH) losses are very high in horticulture in Bangladesh, with the lack of proper post-harvest handling technologies (cold chain storage, ripening chambers, packing, etc.) being a principal cause. More adoption of such technologies would contribute to lower PHH losses and hence sector growth.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	10/0	20	30	90

<b>PIR 3. Sales, Jobs, and Investment in Leather Sector Increased</b>					
<b>Indicator 15</b>	<b>Total value of sales increased</b>				
<i>Justification</i>	Economic activity, in this case sales, is the main driver behind job creation.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	\$5,000,000/0	\$12,000,000	\$18,000,000	\$65,000,000
<b>Indicator 16</b>	<b>Total value of investment increased</b>				
<i>Justification</i>	Economic activity, in this case investment, is the main driver behind job creation.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	\$200,000/0	\$300,000	\$300,000	\$1,200,000
<b>KRA 3.1. Value Chain Linkages Improved</b>					
<b>Indicator 17</b>	<b>Number of sales contracts, etc., between connector firms and the value chain</b>				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	50/0	50	50	200
<b>KRA 3.2: Sectorwide Foreign Market Access Improved</b>					
<b>Indicator 18</b>	<b>Number of linkages facilitated between local firms and foreign buyers</b>				
<i>Justification</i>	In order to increase export sales, linkages must be made between local producers/exporters and foreign buyers for subsequent sales transactions and resulting jobs.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	10/0	20	30	90
<b>KRA 3.3. Sustainable Workforce Skills Training Increased</b>					
<b>Indicator 19</b>	<b>Percentage increase in private sector investment in workforce development</b>				
<i>Justification</i>	Sustainable training delivery is a key driver of workforce development, which is, in turn, a key driver of a sector's competitiveness. Increases in private sector investment in, or increases in the willingness and ability to pay for, workforce development is an indication of the sustainability of sector training.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0%/0%	25%/0%	50%	75%	100%
<b>KRA 3.4. SME Competitiveness Improved</b>					
<b>Indicator 20</b>	<b>Number of leather products SMEs assisted by PRICE</b>				
<i>Justification</i>	PRICE's mission is to encourage greater participation of SMEs in value chain growth. Also, SMEs play a particularly important role in the leather products sector, especially in footwear, in supplying the larger shoe companies, such as Apex and Bata. Thus, it is important PRICE assist SMEs in this sector to improve their competitiveness and participation in value chain growth.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	20/0	50	100	270

<b>PIR 4. Enabling Environment Improved</b>					
<b>Indicator 21</b>	<b>Number of policy or regulatory recommendations by PRICE accepted by other institutions for advocacy</b>				
<i>Justification</i>	The design of PRICE is such that the project is to identify, quantify, and communicate to other institutions for further advocacy key policy or regulatory recommendations for sector growth.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	2/0	3	3	12
<b>KRA 4.1. Policy Change to Enhance Equitable Growth Supported</b>					
<b>Indicator 22</b>	<b>Number of identified, quantified, and communicated policy constraints</b>				
<i>Justification</i>	The design of the project is intended to identify and quantify policy or regulatory issues that negatively affect sector growth and to share these issues with appropriate institutions for further advocacy. The USAID EDGE initiative was to include PRICE and a PAMA policy advocacy project to be specifically designed for this purpose.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	2/0	3	3	12
<b>KRA 4.2. Public-Private Partnerships Strengthened</b>					
<b>Indicator 23</b>	<b>Number of public-private partnerships strengthened</b>				
<i>Justification</i>	USAID has made the promotion of public-private alliances a key component of its development strategy based on the significant success of previous initiatives. PRICE also believes that excellent opportunities exist to leverage public-private alliances for greater project impact.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	1/1	3	3	10
<b>KRA 4.3. Understanding of Successful Equitable Growth Promoted</b>					
<b>Indicator 24</b>	<b>Number of pro-growth promotion activities implemented</b>				
<i>Justification</i>	Effective communication through these channels is vital to broadcast the elements of successful equitable growth for broader and deeper development impact.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	6/6	25/6	30	30	123
<b>KRA 4.4 Associations Advocate Worker Protection</b>					
<b>Indicator 25</b>	<b>Percentage of sector association firms adopting codes of conduct</b>				
<i>Justification</i>	Adopting a code of conduct indicates a commitment of a firm to adhere to principles, values, laws, or regulations consistent with good governance.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0%/0%	10%/10%	25%	50%	75%

PRICE Common Indicators					
Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
<b>Indicator 1</b>	<b>Number of firms receiving USG assistance to improve management practices</b>				
<i>Justification</i>	Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	2/2	1,500/185	2,000	2,500	8,500
<b>Indicator 2</b>	<b>Number of firms receiving USG assistance to invest in improved technologies</b>				
<i>Justification</i>	Firms improve their productivity, and in turn their competitiveness, by investing in new technologies.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	3,000/291	4,000	5,000	17,000
<b>Indicator 3</b>	<b>Number of persons participating in USAID workforce development programs</b>				
<i>Justification</i>	This indicator measures the number of individuals who enrolled in USG-funded workforce development programs. It is assumed that increased access to quality programs will result in a more skilled, adaptable workforce.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	2,500/443	4,000	4,000	14,500
<b>Indicator 4</b>	<b>Number of SMEs receiving USG-supported assistance to access bank loans or private equity</b>				
<i>Justification</i>	Firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets.				
<i>Targets/YTD</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012/13</b>
	0/0	200/0	300	400	1,400