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Year 1 Work Plan and Life-of-Project Performance Management Plan

PRICE

POVERTY REDUCTION BY INCREASING THE COMPETITIVENESS OF ENTERPRISES IN BANGLADESH

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**YEAR 1 WORK PLAN AND LIFE-OF-PROJECT
PERFORMANCE MANAGEMENT PLAN**

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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

BFFEA	Bangladesh Frozen Food Exporter Association
BFLLGEA	Bangladesh Finished Leather and Leather Goods Exporters Association
BFRI	Bangladesh Fisheries Research Institute
BFVEA	Bangladesh Federation of Vegetables Exporters Association
BICF	Bangladesh Investment Climate Fund
BSC	Business service center
BSFF	Bangladesh Shrimp and Fish Foundation
EDGE	Economic Development and Growth with Equity
EPB	Export Promotion Bureau
FTE	Full-time equivalent
GDA	Global Development Alliance
KRA	Key results area
LCDF	Local Currency Development Fund
LGFMEA	Leather Goods and Footwear Manufacturers and Exporters Association
LSBPC	Leather Sector Business Promotion Council
LTTA	Long-term technical assistance
M&E	Monitoring and evaluation
PAMA	Policy Analysis, Monitoring, and Assessment
PIR	Project intermediate result
PRICE	Poverty Reduction by Increasing the Competitiveness of Enterprises
SME	Small and medium enterprise
STTA	Short-term technical assistance
USAID	United States Agency for International Development
WFC	WorldFish Center

I. INTRODUCTION TO PRICE YEAR 1 WORK PLAN

A. Introduction

Chemonics International is pleased to present the Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE) first annual work plan and life-of-project performance management plan. Section I presents the contract background, program description, organizational structure, and project results framework. Section II presents the project's annual work plan, specifying planned interventions, partners, required resources, and milestones. This first annual work plan, written for the period September 2008 through August 2009, is designed to guide project implementation. Section III presents the life-of-project performance management plan, including our approach to monitoring and evaluation (M&E) and performance indicators. Also included as annexes to this work plan are an implementation chart presenting a broad outline of Year 1 project activities, a market development plan, a training and workforce development plan, indicator reference sheets, and Year 1 budget projections for USAID's review.

B. Contract Background

USAID/Bangladesh has made significant progress in improving the technical capability and financial viability of individual enterprises; however, the mission has now turned its attention to achieving wholesale changes that will benefit large segments of the private sector and create a greater impact on the national economy. To achieve this, the Economic Development and Growth with Equity (EDGE) program was designed to help Bangladesh to achieve sustainable, broad-based equitable economic growth by improving the way enterprises within sectors cooperate and compete. EDGE consists of two complementary projects: PRICE and Policy Analysis, Monitoring, and Assessment (PAMA). PAMA and PRICE will work closely together to ensure that interventions are effective and that equity is promoted within each assisted sector or subsector. Under the USAID EDGE program, the PRICE project will support these objectives. Chemonics International will implement PRICE in collaboration with Dexis Consulting, the WorldFish Center, Winrock, and MIDAS. The PAMA contract has yet to be awarded.

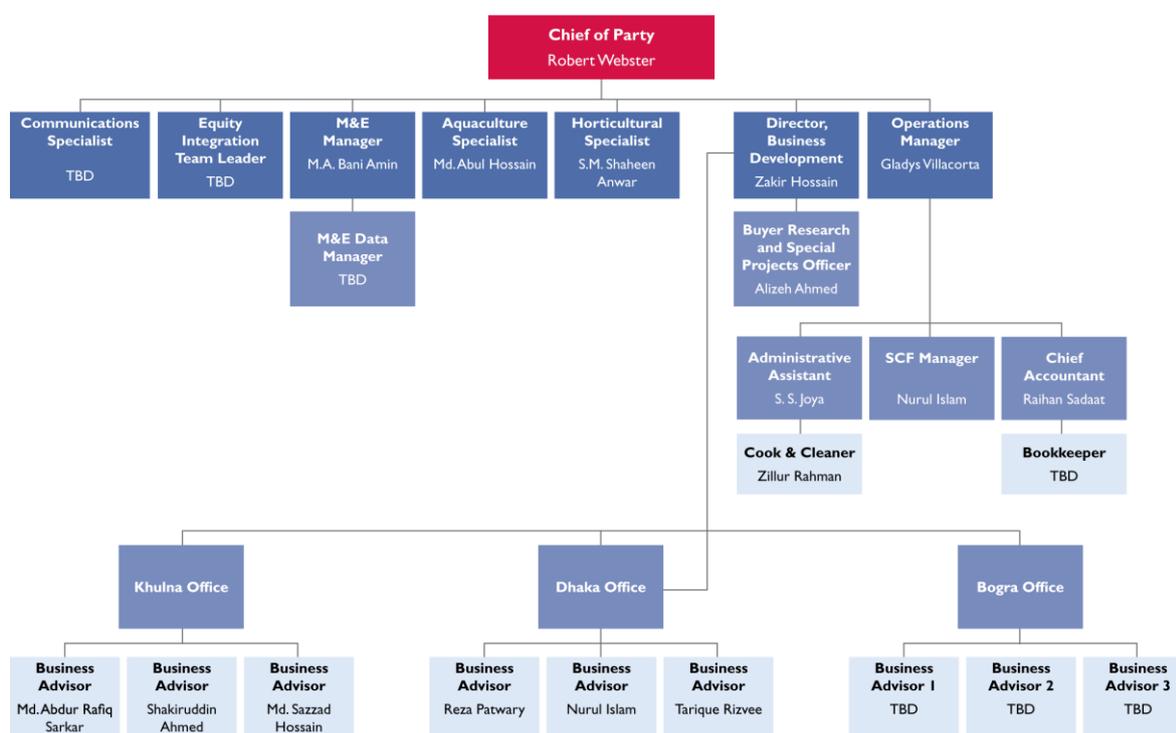
C. Program Description

PRICE works to reduce poverty in Bangladesh by supporting equitable growth through the creation of sales, jobs, and investment across three sectors, particularly for the benefit of women, young adults, and small and medium enterprises (SMEs). The project will facilitate the increase of sales, jobs, and investment in aquaculture, horticulture, and leather products through the use of three integrated mechanisms: (1) direct sales facilitation work with clients in the value chain, (2) more strategic, sectorwide activities that benefit additional value chain members and ultimately translate into sales, jobs, and investment, and (3) improving the enabling environment in terms of policy reform, public-private partnerships, and investment promotion. On all three mutually reinforcing fronts, PRICE activities will be driven by market demand and will seek to create economic growth benefits and promote equity among women, young adults, farmers, and SMEs. Over its life, the project will facilitate \$200 million in sales and \$4 million in investment while creating 40,000 jobs. PRICE's communication strategy focuses on publicizing successes for the entire project and specific to each activity through awareness-building and media tools (press releases, newsletters, etc.).

D. Organizational Structure

The project team is led by Chief of Party Robert Webster. A director of business development will oversee the activities of PRICE business advisors in the three PRICE offices in Dhaka, Khulna, and Bogra. Additional technical support will be provided by business communications, aquaculture, and horticulture specialists. Programmatic support will be provided by the project’s M&E manager, equity integration manager, and operations team. The project organizational structure is presented in Exhibit 1.

Exhibit 1: Bangladesh Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE) Project Staffing Plan



E. Results Framework

Our approach to work planning and performance monitoring is based on a project results framework, critical planning, communications, and management tools. A results framework conveys the development hypothesis implicit in project goals and objectives, demonstrates the cause-and-effect relationship between key results areas (KRAs) and project intermediate results (PIRs), and describes how they will feed into the USAID/Bangladesh higher-level results identified in the country strategic plan. The overarching goal of the PRICE project is to help expand equitable economic growth in Bangladesh. This goal falls under USAID/Bangladesh’s Strategic Objective 12 (expanded economic opportunities created through equitable economic growth). Our project objective (poverty reduction through sales, jobs, and investment) contributes directly to this strategic objective. To help achieve these results, we have identified four PIRs:

- PIR 1. Competitiveness of aquaculture increased
- PIR 2. Competitiveness of horticulture increased

- PIR 3. Competitiveness of leather products increased
- PIR 4. Enabling environment improved

To facilitate work planning and performance monitoring, KRAs for each PIR (Exhibit 2) will enable us to track our performance with detail and precision.

Exhibit 2: Bangladesh Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE) Results Framework



For work planning, activities have been developed around the project KRAs, which represent the fundamental results that PRICE must achieve to show progress toward the PIRs and, ultimately, **toward USAID's Strategic Objective 12**. For each activity, we present planned interventions, partners, required resources, and milestones to be reached by the end of the performance period. For more detail on PRICE's activities, please see Annex E, Implementation Table. The performance management plan includes indicators at all levels of the results framework (project objective, PIR, and KRA), enabling confirmation of the development hypothesis by showing progress toward immediate results as well as USAID's higher-level results. Both the work plan and the performance management plan follow the structure presented in the results framework.

II. PRICE YEAR 1 WORK PLAN

A. Work Planning Process

This work plan was developed following a series of internal planning workshops held by Chemonics International on August 3, 7, and 9, 2008. The workshops were attended by the chief of party, the PRICE team, and the PRICE home-office director. They were facilitated by a work-planning specialist from the Chemonics home office.

Because stakeholder input is critical to the success of this project, workshops for stakeholders from each sector were held on June 26 and August 4-6, 2008. These workshops enabled participants from the public and private sectors to provide valuable comments on work plan activities. Year 1 project activities were developed from information and ideas collected during these workshops, as well as numerous other meetings with private firms, associations, government agencies, etc.

B. Sectors

From mid-April through mid-June 2008, PRICE conducted a detailed sector analysis to complete the contractual deliverable of Task 1 (analysis of potential subsectors). This analysis served two purposes: to recommend three sectors for targeted PRICE interventions based on the objectives and criteria outlined in the PRICE contract, and to identify and outline key elements of the recommended sectors (potential connector firms, environmental and gender issues, areas of geographic concentration, subsector map, etc.). Based on the findings of the sector analysis report, the sectors chosen for PRICE's work were aquaculture, horticulture, and leather products.

The detailed sector analysis was followed by two additional Task 1 contract deliverables: a gender analysis and an environmental management plan. Information from these deliverables was incorporated into this work plan.

B1. Aquaculture

The aquaculture subsector is very important to Bangladesh's economy. It has a high natural endowment; strong involvement of women and SMEs in the value chain, particularly at the processor and farm levels; and significant opportunities for equitable impact interventions by PRICE, both in facilitating direct sales transactions up and down the value chain and in designing and implementing strategic activities for the sector. Within the aquaculture value chain, PRICE will work in two subsectors: shrimp and fish.

Shrimp subsector. Bangladesh produces two kinds of cultivated shrimp, brackish water shrimp (*bagda*) and freshwater prawns (*galda*). *Bagda* dominates production, but *galda* commands higher prices. Both occur in the southern half of the country. Although some shrimp are caught in the wild, most are farmed in the southwest quadrant of Bangladesh. Most farms use traditional, inefficient methods that result in low yields and encourage disease and toxins. With its high export volume — the second-largest contributor to export earnings — the shrimp subsector is extremely important to Bangladesh's economy. Approximately 50 percent of shrimp exports are to the European Union and 30 percent to the United States.

Fish subsector. Fish (“white fish”) remains the dominant source of protein for Bangladesh food consumers and is therefore in high demand. Bangladesh produces both saltwater and freshwater fish, both naturally and through cultivation, throughout the country. Most of the production is consumed within Bangladesh, and cultivated freshwater carp comprises the vast majority of domestically consumed fish, virtually all of which is purchased in “wet” markets. Hilsa, produced in both salt and fresh water, is the major fish export. Freshwater carp is often discussed as a complementary species for *galda* ponds. Fish are not currently a high export earner for Bangladesh.

B1a. Constraints on Growth

The shrimp subsector has numerous growth constraints that PRICE will address during implementation. One principal growth constraint for the aquaculture sector is very poor *bagda* farm yields, leading to overcapacity and quality issues at the processor level. A second principal growth constraint is the lack of compliance in terms of labor practices and residue levels of nitrofurans and other toxins. The former presents a serious threat to continuing U.S. market access and the latter is an even greater threat to continuing EU market access, with the strong possibility of a second ban by the EU occurring later this year.

The fish subsector also has numerous strategic growth constraints, some of which are similar to those in the shrimp subsector. These constraints include low yields resulting from poor farm practices; low-quality feed and inbreeding at the hatcheries; post-harvest losses; and limited access to domestic and export marketing opportunities. PRICE’s first year activities will address these growth constraints.

B1b. Equity Issues

Equity issues in the shrimp and fish sectors relate largely to gender discrimination, employment of underage workers, and benefits to farmers in the sector. Gender discrimination in the shrimp sector has received much publicity since a recent Solidarity Center report highlighting the lack of permanent labor contracts, overtime pay, appropriate working conditions, protection from abuse, and other issues. The same report commented on the presence of child laborers, particularly at the level of processor subcontract work. Although the report is controversial, with some stakeholders complaining of bias and inaccuracies, fundamental issues appear to exist in the sector with regard to the areas noted in the report. PRICE will work to address these concerns through its initiative to improve compliance with labor practices in the sector.

As in other developing countries and other agriculture sectors in Bangladesh, concerns exist about shrimp and fish farmers receiving an equitable share of the “value chain pie.” Some concern can be attributed to structural elements of the value chain, such as fragmentation of farmers (i.e., small and many). Other concerns can be addressed by working to increase the yields of farmers through the use of more advanced farming methods. PRICE plans to address this concern through separate initiatives for the shrimp and fish subsectors.

B2. Horticulture

Horticulture in Bangladesh includes a wide range of locally grown, fruits, vegetables, and spices sold on the domestic market, including cabbages, radishes, mangoes, bananas, and jackfruit; however, the potato dominates, accounting for over one-half of all horticulture

production. Spices, including onions, chilies, and garlic, are increasingly popular as processed products.

The sector is important to Bangladesh, particularly in terms of poverty reduction, with strong domestic demand for fresh fruits and vegetables. Some 10 million farmers participate in the value chain, and significant growth opportunities exist for processed fruits and vegetables on the domestic market and for general horticultural products in export markets. Production is abundant throughout Bangladesh, particularly in the very poor northwest region. Bangladesh is a net importer of horticultural products.

B2a. Constraints on Growth

The horticulture sector has numerous growth constraints that PRICE will address through work with direct sales transactions as well as sectorwide strategic activities. These constraints center around low farm yields due to poor farm management practices and high post-harvest losses due to poor post-harvest handling in terms of picking, packing, storage, and transportation. The horticultural sector is also not a strong export sector due to transportation and quality issues. During Year 1, PRICE's work in horticulture will focus in Dhaka, northwest Bangladesh, and the Jessore/Khulna region.

B2b. Equity Issues

Although some gender and underage equity issues occur in the horticulture sector, most equity issues in the sector relate to farmers' participation in the benefits of value-chain growth. As with aquaculture, some issues have to do with the significant fragmentation of the farming portion of the value chain. The PRICE horticulture initiatives outlined below seek to address this issue by working to improve farming practices, thereby increasing production and prices through contract farming work and by working with input retailers to provide embedded services such as extension advice on use of inputs, cultivation methods, and other information.

Female participation in the horticulture sector is more common at the farming level, especially in the lower income areas of Bangladesh. Because of religious taboos and unfavorable social norms, the involvement of women at the entrepreneurial level is limited. Although some women work at the factory level (mostly in processing and packaging), female employment is experiencing an upward trend. Despite their involvement in the horticulture sector, female workers give their domestic duties more priority and do not see work in this sector as a lucrative economic opportunity.

B3. Leather Products

Bangladesh produces 200 million square feet of leather annually, exporting 80 percent to 53 countries in the form of semifinished (75 percent) and finished leather (20 percent) and footwear and leather goods, such as handbags and accessories (5 percent). Leather and leather products are the third-largest foreign exchange earner, generating about \$350 million in exports in 2005 and 2006. There is increasing global demand for Bangladesh's prime grain leather, with opportunities for foreign growth for value-added products. In addition, demand within domestic markets is still unexplored. Strong SME linkages exist; 800,000 people and 2,500 SMEs participate in the value chain.

B3a. Constraints on Growth

The leather sector has numerous growth constraints, which PRICE will address through its direct value chain sales transactions work and sectorwide strategic activities. Constraints include poor and traditional flaying processes in the sacrifice of animals during the Islamic festival of Eid-ul-Adha, leading to flawed hides; uncompetitive SME suppliers; lack of skilled sewing operators; and poor marketing. Pollution is also a major issue: Tanneries in Hazaribagh (Dhaka) routinely emit toxic effluent into local waterways despite the government's plan to move tanneries to Savar, where environmentally sound practices are more common. However, PRICE believes pollution can be mitigated by working only with processors and tanneries having proper facilities and by working with leather associations to address the issue.

B3b. Equity Issues

Equity issues in the leather products sector largely relate to gender discrimination (absence of wage parity, proper facilities, permanent contracts, protection from harassment, and other issues), underage employment, and effects on the poor of significant pollution at the tannery level. Evidence of gender discrimination is the fact that no women serve on the executive board of the Hazaribagh Tannery Workers Union. PRICE seeks to address these equity issues in its initiatives in the leather products sector by providing targeted training to women of legal age and by working with progressive connector firms such as Bata, Inani, and Apex and their SME suppliers.

C. Technical Activities

As noted above, PRICE will use three mechanisms to produce concrete results in sales, jobs, and investment, particularly for the benefit of women, young adults, farmers, and SMEs. These mechanisms will include (1) direct sales facilitation work with individual clients for value chain sales and development, (2) more strategic activities that address a sectorwide opportunity or constraint and therefore benefit a much larger number of value chain participants, and (3) improving the enabling environment for equitable growth. All three of these mechanisms are mutually reinforcing to achieve the project objective.

C1. Direct Sales Facilitation in the Value Chains

PRICE will facilitate direct sales transactions in all three sectors through offices in Dhaka, Khulna, and Bogra. PRICE business advisors will identify clients facing specific constraints to sales transactions and will facilitate solutions designed to address these constraints and increase sales. On a cost-share basis, the advisors will arrange for training and technical assistance; find buyers; organize SME suppliers; and source financing to create sales, jobs, and investment. Connector processing firms will often be the point of entry, but the advisors will work throughout the value chain to link connector firms with smaller suppliers and exporters or export markets. Equity issues will always be factored into client selection.

The key for PRICE's direct sales facilitation work will be the size and probability of the prospective buyer or buyers. The larger and stronger the prospect for sales (and concomitant equitable job growth and value chain linkages), the more PRICE will be willing to invest. Direct sales facilitation work also serves to inform the project team on sectorwide needs and gain credibility for the project. Direct sales facilitation work will result in increases in sales, jobs, and investment from both the transactions themselves and from copycat or

demonstration effects with rival firms. PRICE has already seen this happen with Surovi, a PRICE client connector firm (see box), with other firms expressing interest for a similar initiative.

In the PRICE results framework, direct sales facilitation work is included in the first KRA for each of the first three PIRs. Each PIR relates to increasing the competitiveness of their respective sectors.

C2. Strategic SectorWide Activities

In addition to sales facilitation, PRICE will implement more strategic, sectorwide activities to promote growth and development throughout the value chain. Strategic activities will target primary sector constraints to sales, jobs, and investment growth, albeit not necessarily with specific sales to specific buyers in mind, as with direct sales facilitation. However, sales, jobs, and investment growth, particularly for the benefit of women, young adults, farmers, and SMEs, will still be key to activity design and implementation.

For example, a key sectorwide growth constraint in the footwear subsector is the significant lack of skilled sewing operators, which results in lost sales and jobs opportunities for shoe manufacturers. PRICE will work with the Bureau of Manpower, Employment, and Training (BMET) and Apex, the largest shoe company in Bangladesh, to deliver sewing training to some 3,000 poor women annually from Tanguil and the surrounding areas. PRICE, BMET, and Apex will create a public-private partnership to deliver initial training on a pilot basis and secure a three-way commitment to build a sustainable and inclusive training operation for the sector after the pilot.

PRICE will deliver other strategic, sectorwide activities to address sector growth constraints. The project will train shrimp farmers in modern practices to increase farm yields, a key sectorwide constraint (see box). PRICE will also work with shrimp sector stakeholders to improve local labor law and EU residue compliance. With post-harvest losses in horticulture at close to 30 percent, PRICE will seek to support contract farming and improve post-harvest handling through the promotion of cold storage, ripening chambers, and proper transportation packaging.

As noted earlier, the three mechanisms to create equitable sales, jobs, and investment are mutually reinforcing. While sometimes, direct sales facilitation work with client firms will only inform the other two mechanisms, in some cases they will work hand in hand or be

PRICE Direct Sales Facilitation

Surovi, Ltd., a PRICE client firm

Surovi is a vegetable exporter in Dhaka looking to increase potato exports to its Singapore buyer, who demands more product. But Surovi needs help with organizing and training potato farmers to produce a sufficient quantity and quality of potatoes. On a cost-share basis, PRICE will provide to Surovi contract farming and extension assistance to some 80 farmers to deliver the quantity and quality of potatoes demanded in Singapore. This is expected to result in \$200,000 in direct sales and 200 full-time equivalent jobs.

A PRICE Sectorwide Activity

Increasing shrimp farms yields

The shrimp sector is the second-largest export earner for Bangladesh, benefiting some 1.2 million people. But a key growth constraint is the low farm yields due to very traditional farming. This leads to severe overcapacity at processing plants, compromising quality in the short term and sustainability in the long term. In partnership with the WorldFish Center (WFC), PRICE will work with selected depot owners and up to 15,000 shrimp farmers over the life of the project to improve farm management practices. This will significantly increase yields, resulting in some \$50 million in value chain sales and 8,500 jobs.

strongly related. For example, PRICE will use its sectorwide contract farming initiative to specifically meet the need of Surovi, the aforementioned sales facilitation example, to satisfy the needs of its Singapore buyer to complete the sales transactions.

C3. Improving the Enabling Environment

Finally, PRICE will improve the enabling environment for the equitable growth of its three sectors. This work will include identifying and communicating policy issues that are major constraints to sector growth, facilitating public-private partnerships, promoting pro-poor economic growth, and working with associations and NGOs to advocate adherence to fair labor practices. With regard to policy reform, the project will work closely with the anticipated PAMA project to identify policy growth constraints for PRICE's sectors for further advocacy by PAMA and other policy stakeholders.

C4. "Windows of Opportunity"

PRICE is also prepared to pursue windows of opportunity that were not originally anticipated, but that fall with the project scope of work during implementation. This good development practice conforms to PRICE's underlying principle of responding to the market. PRICE's very recent inclusion of providing training for the Department of Fisheries' FIQC testing lab in Dhaka in response to EU concerns is an excellent example. PRICE is prepared to pursue other such opportunities as they arise. These could include addressing demand for opportunities in information and communications technology (e.g., use of mobile phones to provide timely market information to farmers); sectorwide quality certification initiatives based on private sector demand; or implementing other initiatives on a pilot basis. As with any initiative, the key decision driver will be the likelihood of generating sustainable and equitable sales, jobs, and investment.

D. Technical Activities by Results Framework

In the PRICE results framework, activities are divided into four PIRs, with the first three representing work to improve the competitiveness of each of its sectors respectively, and the fourth representing work to improve the enabling environment. With regard to the PIRs for improving the competitiveness of each sector, direct sales facilitation work is captured in the first KRA, with the other KRAs in each of the sector PIRs being strategic, sectorwide activities that further upgrade key parts of the sector value chain. For more detail on PRICE's activities, please see Annex E, Implementation Tables.

D1. PIR 1: Competitiveness of Aquaculture Increased

As noted above, there are currently three main weaknesses or threats to the competitiveness of Bangladesh aquaculture, particularly with regard to the shrimp industry. These three weaknesses or threats are (1) the very low yields in both shrimp and fish farms, (2) concern in the important U.S. market over labor practices in the Bangladesh shrimp industry, particularly with regard to women and children, and (3) a possible ban by the EU of Bangladesh shrimp exports, due primarily to the presence of nitrofurans and other toxins in Bangladesh shrimp.

PRICE's strategic sectorwide activities will address each of the three weaknesses or threats noted above. Sales facilitation work will work to link processors with farmers upstream in the value chain and with food retailers, exporters, and foreign buyers downstream in the

aquaculture value chain. All of this will also inform the PRICE team on policy or regulatory issues that need to be analyzed and communicated for further advocacy.

Success in this PIR — as with all three sector PIRs — will be measured in terms of sales, jobs, and investment facilitated, with success in each KRA contributing directly or indirectly, particularly for the benefit of women, young adults, and farmers.

KRA 1.1. Value Chain Linkages Strengthened

Activity 1. Identify clients and support direct value chain sales. Through PRICE offices in Dhaka, Khulna, and Bogra, PRICE business advisors will work to promote sales, jobs, and investment by facilitating solutions to specific constraints to aquaculture clients' sales transactions. The geographic focal points of this work will be Dhaka and Khulna, with processing firms expected to be the entry point for assistance. PRICE anticipates working with 18 aquaculture clients during Year 1 to identify specific constraints to realizing some 50 sales transactions. With severe overcapacity being a main constraint for shrimp processing firms, it is expected that much of PRICE's work in this sector will be linking processors with farmers supported by PRICE in KRAs 1.2 and 1.3, which focus on significantly increasing the yields of both shrimp and fish farm ponds. It is further expected that PRICE direct sales clients in aquaculture will be key participants in work to improve labor and quality compliance throughout the sector (KRA 1.4), leading ultimately to industry traceability. In all cases, equity issues will be considered when selecting clients.

An example of sales facilitation work in aquaculture, albeit with fin fish, is current PRICE client Peninsula Seafood. Peninsula catches fish in the Bay of Bengal, and after quick-freezing on board its own vessels, is beginning distribution to main retail supermarkets in Dhaka, such as Nandan and Agora. However, its female sales force is underperforming due to a lack of proper in-store sales training. On a cost-share basis, PRICE has designed a training program for Peninsula to increase sales by \$2 million jobs by 100 over the life of the project.

Activity 2. Market development for direct value chain sales. In support of facilitating the direct value-chain sales in Activity 1, PRICE will conduct market research for Bangladesh aquaculture products. In particular, PRICE will identify potential buyers in domestic and international markets for linkage to BSC clients and their SME suppliers. PRICE will maintain a database of potential buyers and engage them in support of client sales. Using the example of Peninsula Seafoods, the PRICE team is utilizing its experience in the food processing sector to introduce the company to more retail stores throughout Bangladesh to widen Peninsula's distribution and sales.

Activities 1 and 2 will occur throughout Year 1 of this work plan.

Likely partners Bangladesh Frozen Food Exporters Association, various farmers associations, hatchery associations, Department of Fisheries, Bangladesh Fisheries Research Institute, perhaps the Export Promotion Bureau

Resources Long- and short-term technical assistance (international and domestic), training as client needs dictate

Key Milestones Direct sales facilitation support provided to at least 18 connector firms

KRA 1.2. Shrimp Farm Management Improved

Activity 1. Capacity building of depots for technology transfer. Activities 1 and 2 seek to address the principal growth constraint in the shrimp sector: very low farm yields. Recognizing that depot owners are the key link between farmers and processors, PRICE will support the development of embedded extension services from progressive depot owners to shrimp and prawn farmers, including support for the recruitment, hiring, and development of depot extension facilitators. Under the tutelage of WFC technicians, these facilitators will train farmer groups in better farm management practices to significantly increase farm yields (see Activity 2). Most capacity-building work with depot owners will take place in the fall of 2008 and early 2009. PRICE will work to link these critical depot owners to processing clients under KRA 1.1.

Activity 2. Transfer technology to shrimp and prawn farms. Concurrent with Activity 1, PRICE will work with partner depot owners and extension facilitators to select shrimp and prawn farmers and train them in better farm management practices to significantly increase farm yields. Based on established criteria, the farmers and group leaders will be selected in late 2008 and early 2009; training of farmers in February through July 2009 will follow the production cycle. The comprehensive training will include eight modules from seeding to post-harvest handling. PRICE looks to work with 15,000 shrimp farmers over the life of the project, including 2,000 in 2009.

Likely partners Depot owners and shrimp and prawn farmers

Resources Long-term technical assistance and WorldFish Center subcontract

Key Milestones Six partner depot owners and 2,000 shrimp farmers strengthened

KRA 1.3. Fish Associations Strengthened for Expanded Fish Production

Activity 1. Assist in procurement of fish farm inputs. PRICE will work with three to five fish farm associations in Year 1 to significantly increase their sales through better access to affordable inputs, technology transfer for improved farm management practices and higher yields, and improved group marketing. Where possible, these activities will be coordinated with KRA 1, especially linking with processors, retailers, and exporters.

PRICE has developed a shortlist of seven partner associations (see box) that will be narrowed down to between four and six. Most of these associations are in Mymensingh or surrounding districts. Under this activity, PRICE will work to improve their access to fish farm inputs through group purchases of affordable, quality-grade inputs and embedded services. PRICE will work with the same partner associations for Activities 2 and 3, thereby assisting some 1,800 farmers in Year 1.

A PRICE Sectorwide Activity

200 fish farmers of PFPFA supported

The PFPFA fish association will receive PRICE support on a cost-share basis on group procurement, pond management, and group marketing. PFPFA, which is well represented by women farmers, looks to double its production and be connected to PRICE direct sales clients under KRA 1.1 and to input suppliers, including feed suppliers, microfinance institutions, etc.

Activity 2. Improve fish farm management practices. In coordination with other KRA 3 activities, PRICE will work with members of partner associations to communicate modern fish farming techniques for higher yields in response to a recognized growth constraint for the sector. PRICE will train association group leaders as master trainers in farming techniques for diverse fish species, and these master trainers in turn will train farmers through hands-on training, demonstrations, and opportunities to learn by doing.

Activity 3. Improve group marketing. PRICE will work with its partner associations or cooperatives to coordinate production and marketing of small, fragmented fish farmers to obtain higher prices and reach more distant, diversified markets. This activity will also involve improving post-harvest handling, transportation, and cold-chain management. The entire activity will generate sales, increase jobs within the value chain, and expand markets.

Likely partners Fish farm associations or cooperatives to be determined

Resources Long- and short-term technical assistance (local)

Key Milestones Up to six fish farm associations and 1,800 fish farmers strengthened

KRA 1.4. Improved Industry Compliance

Activity 1: Training on labor rights and responsibilities. Recently published reports on alleged labor abuses in the shrimp industry, particularly with regard to women and children, have raised real concerns in the critical U.S. market. To offset the threat and promote fair labor practices, Activity 1 will involve working with the BFFEA and BSFF to train owners/managers, workers, and contractors of shrimp processing firms on rights and responsibilities under local labor law (see box). This activity will set the stage for increased industry compliance with local labor law under the enforcement regime developed in Activity 2, below.

A PRICE Sectorwide Activity

Fair Labor Practices Promoted

To promote fair labor practices and protect Bangladesh's U.S. market for shrimp exports (30 percent of shrimp exports), PRICE expects to provide training to 10 pilot processing firms in the Khulna region on local labor law compliance. Owners, workers and contractors of these processors will be trained on their respective rights and obligations under the labor laws. Training will include workshops, attractive and well-placed posters, and technical assistance on worker documentation.

Activity 2. Develop effective labor law enforcement regime. To improve industry compliance with local labor laws, and ultimately with international labor practice standards, the industry must move beyond awareness and training to an effective law enforcement regime that audits processors and their contractors on labor practices. Such a regime does not currently exist. By the end of Year 1, in consultation with industry stakeholders, PRICE anticipates fielding an international expert to make recommendations to stakeholders on regimes that could prove effective in the local context. These might include a government department, a semiautonomous department, a self-regulatory organization, or other possibilities.

Activities 1 and 2 both assume a commitment by industry — particularly at the processor level — to improve compliance within the sector. Both the BFFEA and BSFF have indicated

their support for these activities. As with all PRICE activities, if stakeholder commitment is absent, the work plan will be adjusted.

Activity 3. Support compliance with EU residue standards. While nitrofurans and other residues with regard to exports to the EU have been an ongoing issue for over a decade, it has only recently come to light that another EU ban is very possible or likely within a matter of months. The situation, and therefore PRICE's work in this area, is still evolving, but PRICE is working to provide urgent assistance to the Fish Inspection Quality Control of the Department of Fisheries prior to the arrival of another EU delegation in November. This emergency assistance would be to train more than 30 FIQC lab and field inspection staff in October on topics required by the EU, which would include 8 trainers trained to train another 110 FIQC regional staff. PRICE is also exploring the possibility of providing a lab consultant to improve the integrity of the FIQC Dhaka lab, which tests shrimp samples from processors for nitrofurans and other substances. Further PRICE support is still being determined.

Likely partners Bangladesh Frozen Food Exporters Association (BFFEA)), Bangladesh Shrimp and Fish Foundation (BSFF), Solidarity Center, Government of Bangladesh

Resources Long- and short-term technical assistance (local and international) and service providers

Key Milestones At least 10 shrimp processors fully trained in local labor law compliance
Labor law enforcement regime proposed.
More than 30 FIQC lab and field inspection staff trained.

KRA 1.5. Input Quality Improved

Activity 1. Build capacity of hatchery technicians. Early consultation with industry stakeholders suggests that a weakness of the sector is dependence on foreign technicians to operate post-larvae hatcheries for absentee owners. Quality post-larvae are a critical input to shrimp and prawn farms. PRICE will conduct a simple survey of hatchery owners in Year 1 to determine the degree of this weakness and decide whether PRICE support is required to train local hatchery technicians. If so, it is expected that implementation would occur in Year 2, given the demands of other sector activities in Year 1.

Activity 2. Promote screened post-larvae. PRICE work to improve farm management practices for higher farm shrimp yields would be incomplete — and perhaps wasted — without further work to ensure that PRICE partner farms also use laboratory screened post-larvae to avoid white spot virus and other problems. PRICE will provide support through training under KRA 2.2, and also by providing a technician to one or more laboratories to screen post-larvae for partner farms.

Likely partners Hatchery association and post-larvae laboratories

Resources Long- and short-term technical assistance and WFC subcontract

Key Milestones At least one post-larvae laboratory supported

D2. PIR 2: Competitiveness of Horticulture Increased

As noted above, the main weaknesses or threats to the competitiveness of Bangladesh horticulture (1) poor post-harvesting handling, (2) low farm yields, and (3) poor exports, which relates to export policy issues, quality, and other factors. PRICE's strategic sectorwide activities will address each of these three weaknesses or threats. Sales facilitation will work to link processors with farmers upstream in the value chain and with food retailers, exporters, and foreign buyers downstream in the horticulture value chain. All this will also inform the PRICE team on policy or regulatory issues that need to be analyzed and communicated for further advocacy.

Success in this PIR will be measured in terms of sales, jobs, and investment facilitated, with success in each KRA contributing directly or indirectly. The project will publicize its successes in horticulture to encourage imitation and increase project impact.

KRA 2.1. Value Chain Linkages Strengthened

Activity 1. Identify clients and support direct value chain sales. Through PRICE offices in Dhaka, Khulna, and Bogra, PRICE business advisors will work to promote sales, jobs, and investment by facilitating solutions to specific constraints to horticulture clients' sales transactions. PRICE anticipates working with at least 20 horticulture clients during Year 1 to identify specific constraints to realizing some 50 sales transactions. Similar to the Surovi Ltd. example cited previously, PRICE expects that a significant amount of direct value chain sales work will be helping clients organize contract farming, which will facilitate domestic and export sales for the connecting firm client and also to farmers upstream in the value chain. Contract farming also improves the quality and efficiency of farming, transportation, etc. PRICE is having similar discussions with BRAC to improve contract farming sourcing. As contract farming development is also an explicit sectorwide strategic activity under KRA 2.2 below, PRICE will work to link its connector client firms with this initiative.

Activity 2: Market development for direct value chain sales. In support of facilitating *direct* value chain sales, PRICE will conduct market research for horticulture products. This will include researching markets for existing sales facilitation clients, as well more general research to identify new market and buyer opportunities. For example, beyond support for upgrading Survoi's potato contract farming supply to sell to an existing Singapore client, PRICE is currently research the Sri Lankan market for potential buyers of Surovi's potatoes.

Likely partners Bangladesh Fruit and Vegetable Exporters Association, Hortex, farmer associations

Resources Long- and short-term technical assistance (international and domestic), training as client needs dictate

Key Milestones Direct sales facilitation support provided to at least 20 connector firms

KRA 2.2. Farm Management Practices Improved

Activity 1. Analyze value chain of selected products. PRICE will analyze the dynamics of the vertically linked firms for selected products (potatoes, tomatoes, mangoes, pineapples, bananas, other vegetables, and spices) to better understand the various cost and

differentiation drivers involved in the chain. The analysis will include a review of constraints and opportunities at all levels of the supply chain, from input to marketing. The constraints and opportunities facing individual clients will be considered in the design of interventions to strengthen the value chain and enhance the competitiveness of client firms. The work will include in-depth interviews of value chain members; focus group discussions may also be held.

Activity 2. Develop contract farming systems. The contract farming system is widely regarded as an integrated approach to agriculture development. In this system, farmers benefit from quality inputs, training, market linkages, and other useful information provided by the contractor. Under this activity, PRICE will identify at least four potential clients in Year 1 who want to strengthen their supply chain to provide quality products to their customers. Entrepreneurs with confirmed overseas or local buyers will be ideal for this initiative (see Surovi example). PRICE will assist the entrepreneurs in following guidelines for successful contract farming. It is expected that such entrepreneurs could be linked with more than 800 farmers in Year 1 alone. As noted earlier, this activity will be closely linked with KRA 2.1.

Activity 3. Embedded services provided through input dealers. Farmers are highly dependent on agro-input sellers for information on relevant farming practices and the inputs they purchase. PRICE will partner with up to two seed companies to transfer to farmers, through retailers, knowledge of proper seed selection, input application, and other cultivation methods. The anticipated results are higher yields, improved products, and more jobs.

In Year 1, PRICE and the seed companies will develop two training modules, each approximately two days long. A training-of-trainers module will target 400 input dealers/retailers; once trained, each of the 400 retailers will teach the second module to 50 farmers. The training modules will be developed in Year 1, and training will take place in Year 2. Leading input suppliers Syngenta and Lal Teer Seeds have already expressed keen interest in working with PRICE in this regard (see box).

A PRICE Sectorwide Activity

Syngenta possible partner for embedded extension services for farmers

Syngenta is a highly regarded input supplier to the horticulture and aquaculture sectors in Bangladesh. PRICE is exploring working with Syngenta to train its (SME) dealers to provide embedded extension services to the farmer clients of these dealers. If successful, this would (1) improve farm yields, (2) increase sales and jobs throughout the value chain, and (3) provide an effective and sustainable mechanism for providing extension services.

Likely partners Bangladesh Fruit and Vegetable Exporters Association and Hortex, key input suppliers (e.g., Syngenta and Lal Teer Seeds)

Resources Long- and short-term technical assistance or training (local)

Key Milestones Value chain analysis report completed
Four contract farming systems developed
Training modules developed

KRA 2.3. Post-Harvest Technologies Improved and Transferred

Activity 1. Promote specialized storage systems for horticulture. Product life can be lengthened by regulating temperature, humidity, and oxygen levels in specialized storage chambers. Existing cold-storage systems in Bangladesh can handle only potatoes; they are not suitable for multiple products with different control parameters. This is a significant constraint for both export and local markets. Activity 1 will include transfer of knowledge about partnering clients interested in investing to build specialized storage systems, particularly cold chains. If sufficient partner commitment exists, PRICE will provide state-of-the-art technical knowledge and support to develop a business plan and obtain any necessary financing, leading to better post-harvest handling and sector growth.

Activity 2. Promote pilot ripening chambers for fruits and vegetables. Ripening of fruits and vegetables has been a sector challenge in Bangladesh, where most entrepreneurs using nonstandard chemicals for ripening. This has resulted in deterioration of quality and taste and has increased health risks to both workers and consumers. Following international examples, PRICE will facilitate the adoption of proper ripening technology to increase the value of products. PRICE tasks under this activity will include signing a memorandum of understanding with an appropriate partner; developing a business plan; providing a technology consultant; arranging an exposure visit to a commercial ripening chamber in India; and conducting follow-on awareness-building work for greater replication.

Activity 3. Training on post-harvest handling and packaging. Poor post-harvesting handling of horticulture products results in current losses ranging from 16 to 37 percent and averaging 26 percent. To address these losses, PRICE will work with local vegetable trader groups in wholesale markets on proper post-harvesting handling — primarily packing — from the farmer to the point of delivery to the trader. In Year 1, PRICE will support two trader groups of 15 to 30 traders each with 3 days of training in proper post-harvest handling, a possible regional study tour on proper handling with trader group champions, and linkages with superstores, such as Agora and Nandan.

Likely partners Bangladesh Fruit and Vegetable Exporters Association and Hortex

Resources Long- and short-term technical assistance, trainers, and travel costs

Key Milestones Signed MOU and technology report and business plan for cold storage
Signed MOU and ripening chamber established
Training delivered to 30 to 60 traders

KRA 2.4. Key Export Constraints Addressed

Activity 1. Review current policies and provide recommendations and advocacy. Sector stakeholders express much dissatisfaction with the current export policy. Although the sector receives supposed benefits from numerous subsidies, the policy has limiting factors, some of which are caused by the subsidies themselves. For example, although the government, through the Biman national airline, subsidizes air freight costs to make Bangladesh horticulture products more competitive, subsidies are provided through an unpredictable — and therefore counterproductive — lottery system. A shortage of cold-chain storage at the government-operated airport also restricts export viability. Food safety and input standards are other issues that affect export growth. PRICE will conduct a thorough, practical study to

identify key bottlenecks to a pro-export policy. The findings will be disseminated to stakeholders and discussed with PAMA and others for further advocacy.

Activity 2: Conduct feasibility study on BanglaGAP (or alternative). Some stakeholders have suggested that Bangladesh should have some type of basic quality certification for horticulture products — perhaps adopting a certification program similar to BanglaGAP that focuses on key quality standards while remaining sensitive to local capacities, largely cost. PRICE will conduct a study to determine the feasibility of the sector adopting this type of certification system. The study will engage stakeholders through a dissemination workshop for further discussion and will inform further PRICE initiatives, if any.

Likely partners Hortex, Export Promotion Bureau, Bangladesh Fruit and Vegetable Exporters Association

Resources Long- and short-term technical assistance (local and international)

Key Milestones Report on pro-export policy recommendation completed
Feasibility study on BanglaGAP (or alternative) completed

D3. PIR 3: Competitiveness of Leather Products Increased

As noted above, the main weaknesses or threats to the competitiveness of Bangladesh leather products are lack of skilled sewing operators, inadequate marketing, and inefficient SME suppliers. PRICE’s strategic sectorwide activities will address each of these three weaknesses. Given the importance of SMEs in the supply chain of the sector, PRICE’s sales facilitation work is expected to include working with SME suppliers, in addition to training sewing operators and accessing new markets and buyers. All of this will also inform the PRICE team on policy or regulatory issues that need to be analyzed and communicated for further advocacy.

Success in this PIR, as with all three sector PIRs, will be measured in terms of sales, jobs, and investment facilitated, with success in each KRA contributing either directly or indirectly. The PRICE project will publicize its successes in leather products for broader imitation and greater project impact.

KRA 3.1. Value Chain Linkages Strengthened

Activity 1. Identify clients and support direct value chain sales. Through PRICE offices in Dhaka, Khulna, and Bogra, PRICE business advisors will work to promote sales, jobs, and investment by facilitating solutions to specific constraints to leather products clients’ sales transactions. However, the geographic focal point of this work will be in Dhaka, as this is where most of the leather products and footwear producers are. PRICE anticipates working with 18 leather products (mostly footwear) clients during Year 1 to identify specific constraints to realizing some 50 sales transactions.

For example, PRICE has agreed in principle with Apex, one of the largest and most socially conscious shoe companies in Bangladesh, to train some 300 poor women to become skilled sewing operators. This will help Apex preserve and increase sales, which are otherwise at risk because of the lack of operators. This is also another example of the close relationship between PRICE’s direct value chain sales work and more strategic sectorwide activities. In

this case, a pilot initiative will lead to a more inclusive, sustainable sectorwide initiative (see box and Activity 1 under KRA 3.3, below).

Activity 2. Market development for direct value chain sales. In support of facilitating direct value-chain sales, PRICE will conduct market research on leather products. In particular, PRICE will identify potential buyers in domestic and international markets for linkage to BSC clients and their SME suppliers.

PRICE Direct Sales Facilitation

PRICE and Apex partner to train women to preserve sales and jobs

As with other shoe producers, Apex lacks skilled sewing operators, costing the firm sales and jobs for workers. To preserve some \$7.5 million documented sales per year, PRICE and Apex will cost-share on the training of some 300 poor women and young adults to become sewing operators. Based on this pilot initiative, PRICE will facilitate a public-private partnership with Apex and the Bureau of Manpower, Employment, and Training for a more sustainable initiative.

Likely partners College of Leather Engineering and Technology, Bangladesh Finished Leather and Leather Goods Exporters Association, Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh, Leather Sector Business Promotion Council

Resources Long and short-term technical assistance (international and domestic), training as client needs dictate

Key Milestones Direct sales facilitation support provided to at least 18 connector firms

KRA 3.2. Sectorwide Foreign Market Access Improved

Activity 1. Support buyer visits to Bangladesh producers. Because face-to-face contact is critical for business transactions, PRICE will support visits of foreign leather products buyers to local producers. This is in addition to support for individual clients under KRA 3.1. PRICE will develop a direct-mail marketing piece promoting a linkage service whereby international buyers can register with PRICE and indicate the types of products they are interested in seeing during visits to Bangladesh. PRICE would identify potential producers and arrange itineraries, translation, buyer-funded accommodations, and other arrangements. PRICE would work with the Export Promotion Bureau (EPB), which would handle most of this work. This activity would also receive support from Activity 2.

Activity 2. Support producer visits to international buyers. PRICE does not envision providing financial support for the participation of producers and exporters in international trade fairs, preferring to leave funding up to the Local Currency Development Fund (LCDF). However, PRICE will providing research, contacts, and guidance to sector associations and the LCDF in identifying and organizing participation in trade fairs. PRICE is researching key leather products trade fairs and will work with the EPB and leather associations for proper trade fair participation, including preparation seminars and training.

Likely partners Export Promotion Bureau, Bangladesh Finished Leather and Leather Goods Exporters Association, Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh, Leather Sector Business Promotion Council, LCDF

Resources Long- and short-term technical assistance (local)

Key Milestones Database of potential buyers established
 At least two buyer visits organized in Year 1
 PRICE supporting industry participation in at least one international trade fair

KRA 3.3. Sustainable Workforce Skills Training Increased

Activity 1. Develop skills of sewing operators. As already noted, it is clear from discussions with the large footwear manufacturers (APEX, Bata, etc.) that there is a significant shortage of skilled sewing operators in the footwear sector. Jenny could hire 300 and Apex could hire 700 immediately. Moreover, due to production growth and staff turnover, some analysts estimate the industry could absorb 500 skilled workers per month. PRICE is now working with Apex and the Bureau of Manpower, Employment and Training (BMET) to build a sustainable production worker training facility, leveraging the direct sales facilitation work with Apex noted just above.

A PRICE Sectorwide Activity

Public-private partnership to train 3,000 poor women a year

PRICE expects to facilitate a public-private partnership between the Bureau of Manpower, Employment, and Training (BMET) and the footwear industry to meet the need for more skilled sewers. BMET will provide space in Tanguil, the industry will provide sewing machines and related materials, and PRICE will provide training development and delivery. Apex is the lead firm going in, but others are expected to join.

Under this public-private partnership, BMET will provide the facility, Apex will provide sewing machines, and PRICE will provide training support and support for poor women to participate. Over the ensuing year, the initiative would open to other footwear producers willing to make a similar contribution. Ultimately, the objective is an independent, well-governed, and sustainable training institution for the sector. This intervention would begin in November or December and seek to train 3,000 women or young adults in the first full year of activity.

Activity 2. Improve raw hide skinning techniques. Although Bangladesh produces quality hides for leather products, the quality is compromised through poor flaying practices during butchering that damage the raw hides. PRICE will seek to improve skinning techniques by designing and delivering a training and awareness campaign to educate 1,000 flayers and collectors regarding proper flaying techniques. This campaign could include posters, dramas, videos, billboards, and road shows in the period leading up to the Islamic festival of Eid-ul-Adha, when many people sacrifice animals. This initiative will begin in mid-to late November 2008.

Likely partners Bangladesh Finished Leather and Leather Goods Exporters Association, Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh, Leather Sector Business Promotion Council, College of Leather Engineering and Technology, Vairab Training Centre

Resources Long- and short-term technical assistance, local communication and training service providers

Key Milestones MOU with Apex, BMET, and PRICE signed

Three skilled operator training deliveries completed
Flaying awareness training campaign developed and implemented

KRA 3.4. SME Competitiveness Improved

Activity 1. Understanding SME competitiveness needs. The leather products sector has some 2,500 SMEs that regularly supply larger producers, such as Apex and Bata. Therefore, these SMEs represent a critical link in the value chain. Bata Shoe even has a formal business associates program whereby it outsources production to SME suppliers as much as possible. However, SMEs often cannot deliver as required. Over the life of the project, PRICE will support the competitiveness of these SMEs based on an assessment during Year 1 that will inform follow-on activities in Year 2 and beyond. Follow-on activities are expected to be developed in the areas of access to finance, management practices, and planning. If feasible, PRICE could create another activity in Year 1 to begin to address these issues. The needs of female entrepreneurs and managers will be especially considered in this activity.

Likely partners Local banks, large, outsourcing leather products producers, Bangladesh Finished Leather and Leather Goods Exporters Association, Leather Goods and Footwear Manufacturers and Exporters Association

Resources Long- and short-term technical assistance, service provider (local)

Key Milestones One SME needs survey completed

D4. PIR 4: Enabling Environment Improved

PRICE will improve the enabling environment for the equitable growth of its three sectors. This work will include identifying and communicating policy issues that are major growth constraints, facilitating public-private partnerships, promoting pro-poor economic growth, and working with associations and NGOs to promote adherence to fair labor practices. With regard to policy reform, the project will work closely with the anticipated PAMA project to identify growth constraints to PRICE's sectors for further advocacy by PAMA and other stakeholders.

KRA 4.1. Policy Change for Pro-Poor and Compliant Growth Supported

Activity 1. Identify, quantify, and communicate sector policy constraints, including corruption. Leveraging the work of PRICE in its other PIRs, PRICE will identify key sector policy growth constraints, including quantifying the costs or benefits (i.e., sales and jobs) of each constraint. PRICE will share this information with related institutions, such as PAMA and BICF, for advocacy with the government for changes in policy or regulations. This work will include identification of key "corruption tax" issues for the sector. Emphasis will be placed on policy or regulatory constraints to sales, jobs, and investment. The first such initiative will be the review of export policy review proposed in KRA 2.4 under PIR 2.

Likely partners Sector associations, relevant sector government agencies, other government agencies, PAMA, BICF, other donor agencies

Resources Long- and short-term technical assistance (local)

Key Milestones Two policy or regulatory growth constraints identified and communicated

KRA 4.2. Public-Private Partnerships Strengthened

Activity 1. Assist the government in administering the Local Currency Development Fund (LCDF). As indicated in PRICE’s contract, the Government of Bangladesh will administer an LCDF for the development of public infrastructure, equipment, and training to enhance the performance of PRICE sectors. The LCDF budget is approximately \$5.5 million, representing a great opportunity to leverage project work and resources for greater impact. The government will be responsible for implementation and financial management of sponsored projects under the LCDF agreed by USAID. PRICE will support the planning, monitoring, and evaluation of these activities, focusing in Year 1 on the development of the technical assistance project proposal. It is possible that Year 1 will also see the start of implementation of one or two initiatives that promote increases in sales, jobs, and investment (see box for possible LCDF interventions).

LCDF Opportunities

Accredited Shrimp Testing Labs

As already noted, the lack of adequate lab testing of Bangladesh shrimp exports for nitrofurans and other residues represents a very serious threat to continuing EU exports. LCDF funding could support the development and operations of an internationally accredited testing lab.

Scaling up increasing shrimp farm yields

In Year 1, PRICE and WFC will work with six depots and 2,000 farmers to increase shrimp farm yields, a key sector growth constraint. With more than 600,000 shrimp farmers in Bangladesh and limited project funds, the LCDF represents an excellent resource for scaling up PRICE’s work beyond project resources.

International Trade Fair Participation

PRICE does not expect to fund industry trade fair participation. However, PRICE will support the leather products sector with identification of, and participation in, key shoe trade fairs. The LCDF could be an excellent vehicle to fund industry trade fair participation.

Activity 2. Facilitate public-private partnerships. In addition to the LCDF support work in Activity 1, PRICE will identify and facilitate public-private alliances to leverage private and public funding for investment in key sector growth opportunities or to address key constraints — particularly to increase sales, jobs, and investment. The list of potential partners for such alliances is broad; it will include local governments, multinational corporations, the Global Development Alliance (GDA), the Government of Bangladesh, institutional partners, and other affected stakeholders. Preliminary concepts that need further vetting include promoting public-private alliances for more cold storage facilities, better labor practices, and market information for farmers. Already noted is the expected partnership between Apex and the Bureau of Manpower, Employment, and Training to train sewing operators.

Likely partners Government of Bangladesh, local governments, private sector

Resources Long- and short-term technical assistance

Key Milestones Technical assistance project proposal for LCDF completed
At least one public-private alliance prospect identified and outlined

KRA 4.3. Understanding of Successful, Pro-Poor Economic Growth Promoted

Activity 1. Conduct public outreach campaign. PRICE will develop and implement a communication and outreach strategy to promote pro-poor economic growth through its activities. The strategy will be developed by December of Year 1, with implementation to begin as per the strategy. The strategy and tools for conducting the campaign will be specific to the project sectors and will be approved by USAID. Tools are expected to include sector bulletins, press releases on activities, local dramas, workshops, etc. Communication and outreach will include PRICE's participation in USAID's Leaders Outreach Initiative and America Week programs.

Activity 2. Coordinate efforts with other USAID projects and donor agencies. PRICE will coordinate closely with other development agencies to identify and support synergies among various existing and planned activities. In particular, this will include participating in local private sector development and Market Development Forum meetings and activities. These efforts will include coordination with implementers such as Katalyst and the South Asia Enterprise Development Facility to avoid program overlap and realize synergies.

Activity 3. Study on ICT options for pro-poor growth promotion and knowledge management. PRICE intends to conduct a study on how ICT can be best used utilized to promote equitable growth and ongoing knowledge management in PRICE sectors. Subject to USAID approval, PRICE will team with Microsoft to conduct such a study during the latter half of Year 2. Results of the study will inform PRICE's work plan going forward.

Likely partners To be determined

Resources Long- and short-term technical assistance (local)

Milestones Project communication strategy developed and implemented
Regular participation in donor coordination meetings and activities
Study on ICT options for equitable growth promotion completed

KRA 4.4. Associations Advocate Worker Protection

Activity 1. Worker protection via codes of conduct promoted. Equitable economic growth means not only growth in sales, jobs, and investment, but also adherence to fair labor practices. Fair labor practices have been an issue in Bangladesh for some time, largely centered around child labor, discrimination against women, and labor contracts. To promote equitable growth, PRICE will work with the BFFEA and other PRICE sector associations to encourage compliance with local labor laws and other equity standards. Initially, this work will include the development, promotion of, and training on codes of conduct reflecting a commitment to adoption by association members.

Likely partners Sector business associations

Resources Long- and short-term technical assistance (local)

Key Milestones Code of conduct developed
At least one training session on codes of conduct delivered

III. PERFORMANCE MANAGEMENT PLAN

This section details the proposed Performance Management Plan (PMP) of the PRICE project. The PMP contains indicators that reflect the objectives and coherent strategies of the project to promote the competitiveness and equitable growth of its three designated sectors over the life of the project, particularly for the benefit of women, young adults, farmers, and SMEs.

A. Approach to Monitoring, Evaluation, Analysis, and Communication

Performance monitoring and evaluation (M&E) is a key management function that allows USAID and Chemonics to determine an activity's progress toward its intended results and to make proper planning and management decisions. M&E includes the periodic assessment of project performance, efficiency, and impact — both expected and unexpected — in relation to stated objectives. The strength of M&E lies in its ability to provide timely information to improve project performance. Analysis and communication also are important elements of performance management. PRICE will add value to the raw performance and impact data it collects by conducting appropriate analysis and providing context for data interpretation.

B. Types of PRICE Indicators

The PRICE performance management plan contains indicators that will be measured quarterly or annually throughout implementation in order to evaluate progress towards targets agreed with USAID. The PMP will have two types of indicators to monitor PRICE's contribution to (1) assessment of the impact of PRICE's interventions and (2) key indicators of the global U.S. Foreign Assistance Framework.

Custom Indicators. These PRICE performance indicators include impact, outcome, and output indicators of the Project Objective, Project Intermediate Results (PIRs), and Key Results Areas (KRAs) in order to track and report on project impact. The custom indicators, which are primarily impact or outcome in nature, are in Section C, below.

Common Indicators. These indicators will be used to report on PRICE's contribution to the global results of priority program areas of the U.S. Foreign Assistance Framework. The common indicators, which are primarily output in nature, are in Section D, below.

Indicator reference sheets have been prepared for each indicator in order to provide more detail on indicator definition, units of measure, justification, data collection, and where possible, proposed targets. Indicator reference sheets are included in Annex D.

In designing the PRICE M&E system, PRICE focused on indicators within the manageable interest of the activity. This approach allows the project to measure impacts that can, to a large extent, be attributed to the project. The project's ability to demonstrate improvement in these measures is based on the following assumptions:

- Absence of sociopolitical instability
- Willingness of project counterparts and beneficiaries to carefully consider and implement project recommendations
- Access to available statistics and cooperation in conducting surveys

C. PRICE Custom Indicators

This section presents the *custom* indicators selected for monitoring under the PRICE M&E system. PRICE will review the performance management plan annually with USAID and modify indicators based on the direction of the project. The custom indicators are presented in the PRICE results framework hierarchy, moving from Project Objective to each PIR and their KRAs.

The Project Objective custom indicator is the total number of full-time equivalent jobs created, reflecting that poverty reduction comes from having a sustainable job. All PIRs and their KRAs feed into this project objective, including the two custom indicators for each of the three sector PIRs, which are increases in sales and investment, and the custom indicator for the enabling environment, which is number of policy recommendations accepted for further advocacy. The table below shows a 15-month period for 2012-2013, with the target representing the life-of-project total.

Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
Indicator 1	Total number of full-time equivalent jobs created				
<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</i>	2008	2009	2010	2011	2012/13
	200	5,000	8,000	11,000	40,000
PIR 1. Competitiveness of Aquaculture Increased					
Indicator 2	Total value of sales increased				
<i>Justification</i>	Economic activity, in this case sales, is the main driver behind job creation.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	\$200,000	\$5,000,000	\$16,000,000	\$24,000,000	\$75,000,000
Indicator 3	Total value of investment increased				
<i>Justification</i>	Economic activity, in this case investment, is the main driver behind job creation.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	\$200,000	\$400,000	\$400,000	\$1,600,000
KRA 1.1. Value chain linkages improved					
Indicator 4	Number of sales contracts, etc., between connector firms and the value chain				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	10	50	50	50	210

KRA 1.2. Shrimp farm management Improved					
Indicator 5	Percentage increase in shrimp farm yields				
<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</i>	2008	2009	2010	2011	2012/13
	0%	50%	50%	50%	50%
KRA 1.3. Fish associations Strengthened for Expanded Fish Production					
Indicator 6	Percentage increase in fin fish farm yields				
<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</i>	2008	2009	2010	2011	2012/13
	0%	70%	70%	70%	70%
KRA 4: Improved Industry Compliance					
Indicator 7	Percentage of processing firms compliant with local labor laws				
<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, is no effective enforcement regime to verify compliance with local labor laws.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0%	10%	50%	75%	90%
KRA 5: Input Quality Improved					
Indicator 8	Increase in quantity of screened PL used by farmers				
<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 post-larvae that have viruses and therefore decimate pond shrimp populations.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	40,000,000	80,000,000	80,000,000	300,000,000
PIR 2. Competitiveness of Horticulture Increased					
Indicator 9	Total value of sales increased				
<i>Justification</i>	Economic activity, in this case sales, is the main driver behind job creation.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	\$5,000,000	\$12,000,000	\$18,000,000	60,000,000
Indicator 10	Total value of investment increased				
<i>Justification</i>	Economic activity, in this case investment, is the main driver behind job creation.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	\$200,000	\$300,000	\$300,000	\$1,200,000

KRA 2.1. Value Chain Linkages Improved					
Indicator 11	Number of sales contracts, etc., between connector firms and the value chain				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	50	50	50	200
KRA 2.2. Farm Management Practices Improved					
Indicator 12	Percentage increase in farm yields				
<i>Justification</i>	Measuring percentage increases of farm yields will indicate improved farm management and increases in sector sales				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0%	20%	20%	20%	20%
KRA 2.3. Post-Harvest Technologies Transferred and Improved					
Indicator 13	Number of entities adopting post-harvest technologies				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	10	20	30	90
KRA 2.4. Key Export Policy Constraints Addressed					
Indicator 14	Number of export policy recommendations identified and communicated				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	2	3	3	10
PIR 3. Sales, Jobs, and Investment in Leather Sector Increased					
Indicator 15	Total value of sales increased				
<i>Justification</i>	Economic activity, in this case sales, is the main driver behind job creation.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	\$5,000,000	\$12,000,000	\$18,000,000	\$65,000,000
Indicator 16	Total value of investment increased				
<i>Justification</i>	Economic activity, in this case investment, is the main driver behind job creation.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	\$200,000	\$300,000	\$300,000	\$1,200,000
KRA 3.1. Value Chain Linkages Improved					
Indicator 17	Number of sales contracts, etc., between connector firms and the value chain				
<i>Justification</i>	Sales contracts signing solidifies relationships among value chain members and results in sales that create jobs.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	50	50	50	200

KRA 3.2: Sectorwide Foreign Market Access Improved					
Indicator 18	Number of linkages facilitated between local firms and foreign buyers				
<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</i>	2008	2009	2010	2011	2012/13
	0	10	20	30	90
KRA 3.3. Sustainable Workforce Skills Training Increased					
Indicator 19	Percentage increase in private sector investment in workforce development				
<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</i>	2008	2009	2010	2011	2012/13
	0%	25%	50%	75%	100%
KRA 3.4. SME Competitiveness Improved					
Indicator 20	Number of leather products SMEs assisted by PRICE				
<i>Justification</i>	Part of 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 some of the larger shoe companies, such as Apex and Bata. Accordingly, it is important that PRICE assist SMEs in this sector to improve their competitiveness and participation in value chain growth.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	20	50	100	270
PIR 4. Enabling Environment Improved					
Indicator 21	Number of policy or regulatory recommendations by PRICE accepted by other institutions for advocacy				
<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</i>	2008	2009	2010	2011	2012/13
	0	2	3	3	12
KRA 4.1. Policy Change to Enhance Equitable Growth Supported					
Indicator 22	Number of identified, quantified, and communicated policy constraints				
<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</i>	2008	2009	2010	2011	2012/13
	0	2	3	3	12

KRA 4.2. Public-Private Partnerships Strengthened					
Indicator 23	Number of public-private partnerships strengthened				
<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</i>	2008	2009	2010	2011	2012/13
	0	1	3	3	10
KRA 4.3. Understanding of Successful Equitable Growth Promoted					
Indicator 24	Number of pro-growth promotion activities implemented				
<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</i>	2008	2009	2010	2011	2012/13
	8	25	30	30	123
KRA 4.4 Associations Advocate Worker Protection					
Indicator 25	Percentage of sector association firms adopting codes of conduct				
<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</i>	2008	2009	2010	2011	2012/13
	0%	10%	25%	50%	75%

D. PRICE Common Indicators

This section presents the *common* indicators selected for monitoring under the PRICE M&E system. These common indicators have been selected to measure PRICE's contribution to the achievement of results in priority programs identified in the U.S. Foreign Assistance Framework. The custom indicators are presented under the Project Objective in the PRICE results framework hierarchy. The table below shows a 15-month period for 2012-2013, with the target representing the life-of-project total.

Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
Indicator 1	Number of firms receiving USG assistance to improve management practices				
<i>Justification</i>	Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	250	1,500	2,000	2,500	8,750
Indicator 2	Number of firms receiving USG assistance to invest in improved technologies				
<i>Justification</i>	Firms improve their productivity, and in turn their competitiveness, by investing in new technologies.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	250	3,000	4,000	4,750	17,000

Indicator 3	Number of persons participating in USAID workforce development programs				
<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</i>	2008	2009	2010	2011	2012/13
	300	2,500	3,700	4,000	14,500
Indicator 5	Number of SMEs receiving USG-supported assistance to access bank loans or private equity				
<i>Justification</i>	Firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	200	300	400	1,400
Indicator 6	Number of individuals having greater access to improved drinking water supply				
<i>Justification</i>	PRICE-assisted fish pond entrepreneurs are expected to harvest an additional 3,300 cubic meters of rain water per hectare from and for improved pond management practices from PRICE support. Approximately one-third of this water is expected to percolate into the surrounding ground, causing the water table and therefore drinking water supply to increase for greater access.				
<i>Targets</i>	2008	2009	2010	2011	2012/13
	0	0	7,500	7,500	22,500

E. Baselines and Targets for Performance Indicators

For the most part, baseline information is collected at the time of signing an MOU with a partner firm, association, or organization, with the collaboration of the partner being essential at this stage. We will review the targets proposed in the indicator reference sheets throughout Year 1 of project operations to determine whether they are realistic; if not, we will propose appropriate adjustments. During Year 1, substantial effort will focus on building relationships with our counterparts and identifying and resolving their problems. We expect the project's greatest impact to begin in Year 2 of operations. Targets set for the indicators will reflect this trend.

F. M&E System Design

The M&E system is designed to involve all technical team members and project counterparts. This approach offers benefits in efficiency, ownership, and feedback.

Efficiency. Because technical team members and counterparts have firsthand knowledge of their activities and the resulting impacts, they are best suited to efficiently collect and verify basic M&E data in their respective technical areas.

Ownership. Through their involvement in project M&E efforts, technical team members can ensure that the information generated is relevant and consistent with the interests of the project, while our counterparts will see the demonstrated success of PRICE's support.

Feedback. Because they have collected and analyzed M&E information, technical team members and counterparts will be aware of the project's progress and will be able to use M&E information to guide implementation efforts.

Our M&E system is designed to allow the efficient collection of data by project staff or counterparts. We will collect basic M&E data from the administrative and technical records of sector clients, specially designed surveys, and focus groups. We will also consult such additional sources of data as records, statistics, surveys, and databases maintained by the Government of Bangladesh, USAID, other donors, and NGOs.

F1. Data Collection, Analysis, and Reporting

The M&E system will be the basis for quarterly and annual reports to USAID. The PRICE team will collect and analyze performance information regularly; findings from the analyses will help determine whether adjustments to the project implementation plan are required.

F2. Responsibilities of PRICE Staff

The PRICE chief of party will supervise the overall M&E system. The project M&E specialist, Bani Amin, will be responsible for organizing data collection. He will ensure that project team members have the necessary tools to collect data and that they collect it consistently and at appropriate intervals. He will verify data quality and analyze and report trends. He will review the appropriateness of the performance management plan annually and make necessary additions or adjustments to the existing indicators. Our technical area specialists will be responsible for managing the process of primary data collection and entry in their respective technical areas. They will use the information to make management decisions about implementation activities. The technical specialists will communicate progress to our counterparts informally during the course of PRICE's support activities and formally in quarterly reports to help them make decisions about and prioritize necessary interventions.

F3. Data Elements and Collection

Many of the project's proposed indicators are aggregate indicators made up of various data elements. The M&E specialist will work with each technical specialist and counterpart to design database spreadsheets, forms, and surveys to capture and manage these data elements. If necessary, we may subcontract to a local research entity to conduct wide-scale surveys for this performance management plan.

F4. Quality Control

The PRICE technical team will provide initial quality control for the M&E raw data elements. Each team member will examine the data to identify common errors, including logical inconsistencies, out-of-range values, significant departures from trends, or other problems so that they can be immediately addressed. Bani Amin will be responsible for data quality control after data entry. He will perform basic data analysis and tabulation to identify potentially erroneous data. When errors are identified early, Mr. Amin will make appropriate corrections by coordinating and consulting with counterparts as appropriate.

F5. Potential for Double Counting

PRICE will work to minimize potential double counting through close coordination between sectors and technical teams. The M&E specialist will review indicators with each team and identify areas where overlapping may occur. Once overlaps are identified, the teams will work together to determine how the data will be monitored and reported.

Double counting also may occur between PRICE and other USAID projects operating under this Strategic Objective. The M&E specialist will identify these situations and work with partner projects to determine through which project the results should be reported. However, in some situations, it may be appropriate for both projects to monitor the same data. In these cases, the project may still monitor and report on the data, but it also will report on the extent of potential overlaps. With this information, USAID will be able to adjust for double counting when consolidating indicators from various partners.

F6. Reporting and Review

PRICE will provide updated performance data with each quarterly report, including a summary of activities implemented to control, verify, and validate the M&E data being reported, any anomalies discovered, and corrective measures taken. The reports will also provide contextual analysis when factors beyond the project's control affect M&E information. The M&E specialist will ensure that all project M&E data and information are easily accessible and readily convertible to USAID's internal reporting systems. The PRICE annual report will contain an executive summary of studies and evaluations completed; an in-depth analysis of annual progress towards performance targets; discussions of major achievements, with supporting data; an analysis of project impact; a presentation of success stories, lessons learned, and best practices; explanations for any results that were not achieved; and a list of key obstacles and goals to be addressed during the following year.

ANNEX A. MARKET DEVELOPMENT PLAN

A. The Buyer-Led Approach

In all four PIRs, PRICE activities will respond to the demands of the market; this is the only way to achieve sustainable growth that translates into sales, jobs, and investment. Therefore, PRICE will draw upon the principles, approach, and success of similar USAID projects managed by Chemonics, such as Poverty Reduction and Alleviation (PRA) in Peru, Vende in Paraguay, and Caribbean Open Trade Support (COTS) in the Caribbean.

Across the sectors of aquaculture, horticulture, and leather products, PRICE's demand-driven approach will be buyer-led, seeking to link the market demands of domestic and international buyers to local exporters, producers, farmers, and SMEs. The buyer-led approach is PRICE's market development plan to achieve project objective.

B. Direct Sales Facilitation and Sector-Wide Activities

The buyer-led approach will be reflected in the three mechanisms through which PRICE will facilitate the creation of sales, jobs, and investment. First, PRICE will facilitate sales transactions in these sectors through its three offices in Dhaka, Khulna, and Bogra. Second, PRICE will implement strategic activities to promote growth throughout the value chains. Strategic activities will target the main growth constraints to sales, jobs, and investment in each sector, facilitating a sectorwide supply response to market demand. For example, the PRICE initiative to increase *bagda* and *galda* farm yields is in direct response to demand at the processor level.

PRICE business advisors will promote sales, jobs, and investment by facilitating solutions to specific constraints to the sales transactions of sector clients. Sometimes, sales facilitation will be a result of the creativity and effort of BSC business advisors (e.g., finding SME suppliers); at other times, PRICE will support clients with technical assistance or training if concrete sales opportunities can be realized. On a cost-share basis, the advisors will arrange for training and technical assistance; find buyers; organize SME suppliers; and source financing to create sales, jobs, and investment. Connector processing firms will often be the point of entry; however, PRICE will work throughout the value chain, giving special attention to SME suppliers to meet connector-firm requirements.

To facilitate direct value-chain sales, PRICE will conduct market research for Bangladesh products in the three sectors. The research will include an evaluation of appropriate markets, given market requirements and the ability of Bangladesh firms to meet demand in terms of quality, price, timely delivery, and other factors both now and in the future. In particular, PRICE will identify potential buyers in domestic and international markets for linkage to direct sales facilitation clients and their SME suppliers. PRICE will maintain a database of potential buyers and engage them in support of client sales. As noted numerous times in Section II, in all cases, PRICE will look to connect its direct sales clients to sectorwide activities. Furthermore, PRICE plans a special initiative in the leather products sector to support buyer visits to Bangladesh and provide limited support for trade fair participation. Both these areas of support will building on buyer identification work.

ANNEX B. WORKFORCE DEVELOPMENT AND TRAINING PLAN

The PRICE project Year 1 workforce development and training plan outlines how the project will implement proposed training and workforce development activities from September 2008 through August 2009.

A. Approach to Training and Workforce Development

We propose a comprehensive approach to training and workforce development that enhances the institutional capacity of PRICE counterparts throughout the value chain and builds sustainability in the long term. Whenever possible, training and workforce development activities will focus on capacity building to ensure sustainability beyond the life of the project. Activities are designed to address critical training and workforce development

Training Standards

- Needs-based
- Results-oriented
- Based on adult learning principles
- Supported by comprehensive written materials
- Evaluated thoroughly

needs as identified by key project stakeholders. The objectives of this training plan are to mobilize and manage an ambitious effort to build the knowledge, skills, and abilities of key institutions and professionals in Bangladesh's aquaculture, horticulture, and leather sectors. Training activities selected for Year 1 directly support technical assistance efforts as described in the Year 1 work plan. This training plan is built on the following elements that will support achievement of performance targets while sustaining the expansion of human and institutional capacity well beyond the life of the project.

Demand-driven, targeted training. During Year 1, training and workforce development efforts will focus heavily on building the fundamental knowledge and skills to support growth throughout the aquaculture, horticulture, and leather value chains. The PRICE team will develop demand-driven core training and workforce development activities that target critical value-chain constraints. As new constraints are identified, our technical team will review, revise, and amend this training plan as necessary to address these issues.

Integrated sector development. Training efforts will support integrated sector growth focused on upgrading the value chain as a whole. Over the life of the project, national conferences, roundtables, workshops, and training courses will bring together stakeholders from the three sectors to discuss the impact of sectorwide issues and constraints on various market participants. These activities will focus on standardizing and streamlining processes, improving communication, creating market linkages, and instituting key labor policies.

International best practices. To complement tailored training curricula delivered throughout Year 1, PRICE technical teams will incorporate international best practices into training activities. Through participation in observational study tours and off-the-shelf conferences and seminars, PRICE counterparts will be introduced to concepts and operations that demonstrate international best practices in aquaculture, horticulture, and leather. They will establish working relationships with experts who can share their experiences on topics as varied as efficient farm management, production and processing technologies, labor practices, food safety standards, and other related areas. PRICE will assign a technical advisor to each offshore activity to ensure that international examples are relevant to Bangladesh.

Training of trainers. Sustained growth of the aquaculture, horticulture, and leather sectors will require increased training capacity. An important element of the PRICE training plan will be to ensure that knowledge and skills are built within counterpart institutions or partner organizations so that training efforts continue beyond the project's life.

A1. PRICE Training Team

All the activities described in this training plan will be supported by the PRICE field office and the Chemonics home-office international training department during Year 1. Each team's roles and responsibilities are detailed below to ensure seamless delivery of training activities in Year 1.

PRICE training team. The PRICE equity integration manager will oversee and support the technical teams in their training efforts. As the time for a training activity approaches, the equity integration manager will solicit information about the activity, notify the relevant technical team about applicable USAID regulations and deadlines, and clarify roles and responsibilities in developing each activity. He or she will be the primary point of contact for coordination of all details related to a particular training activity and will ensure that necessary staff resources are mobilized and coordinated — whether in the local office or from the Washington-based training team — to support delivery of high-quality training.

Chemonics home-office international training department. The field office will be supported by Chemonics home-office training specialists, who are well-versed in USAID training regulations. The department will provide assistance to training efforts whenever needed. Available support includes guidance on USAID training regulations (ADS-252/253) and other required procedures (TraiNet, etc.), management of IRS-related compliance procedures, assistance in developing study tour and workshop agendas, and help in locating relevant off-the-shelf course materials.

A2. Trainee Selection

Criteria for selecting participants will be consistent with the needs of the project (for example, evidence that the participant holds a position that will maximize the benefit of the training).

A3. USAID Reporting.

The PRICE project will implement all training activities in compliance with the USAID ADS 252/253 participant training regulations and USAID/Bangladesh mission guidelines. The PRICE training team will enter all necessary information regarding trainees and programs into the TraiNet database. Chemonics' home-office international training department will support the PRICE training team in complying with all USAID reporting requirements.

B. Baseline Assessment

In Year 1, PRICE will focus on identifying and addressing immediate training and workforce development needs and conducting priority training activities. During the PRICE sector assessments in April and stakeholder workshops in August, we identified workforce and skills constraints in each sector and made an initial determination of training needs. Ongoing technical activities will inform PRICE of additional training and workforce development

needs for each PRICE component for incorporation into the training and workforce development plan. We will update our training plan yearly to ensure that emerging training and workforce development needs are addressed in each PRICE sector.

C. Core Training and Workforce Development Activities

This section describes the key workforce and skills constraints identified and provides an overview of core training and workforce development activities in each of the three PRICE sectors. Planned activities will integrate the capacity development needs of multiple actors throughout the value chain and respond to the precise needs of individual counterparts and client firms.

To address constraints in each sector, PRICE will design workshops, road shows, course-based and hands-on training sessions, and study tours to build capacity in production technologies, design, quality standards, gender equity, environmental compliance, and labor practices. PRICE will address other needs identified by the BSCs to ensure that members of value chains have adequate skills to be gainfully employed in their respective sectors.

C1. Aquaculture

This subsection presents workforce and skill constraints identified in the aquaculture sector and training activities that will support upgrading of the value chain.

Workforce and skills constraints. The principal sectorwide workforce and skills constraint in the aquaculture sector is the absence of more modern farming practices, severely limiting farm yields and thus, sector sales and jobs. Farmers use traditional methods that do not focus on pond or stock management (improved feed, screened post-larvae, cleaning of ponds, etc.). Some differences exist in farm management in the shrimp/prawn and fish subsectors, but low yields related to traditional farming practices are prevalent in both. There are some indications that the lack of local hatchery technicians is another sector constraint.

Core training and workforce development activities. In year 1, PRICE will address the farm management constraint in the shrimp and prawn subsector by training 2,000 farmers and 6 depot owner extension facilitators in modified traditional and semi-intensive farm management practices. The depot owners represent a key institution of sustainability by essentially providing embedded farm management services to farmers through their facilitators. PRICE will train the depot extension facilitators, who will in turn train selected farmer groups.

Because PRICE is not convinced of the need to train local hatchery technicians, the project will conduct a practical survey of hatchery owners to gauge concern and interest in this issue. If the need is genuine, PRICE will seek to develop a training initiative for this area in Year 2.

To facilitate direct sales, PRICE could identify specific, previously unforeseen training opportunities by creating sales and jobs throughout the value chain. PRICE will assess these opportunities through its ongoing direct client sales work and deliver training on a cost-share, demand-driven basis for more sales and jobs growth.

C2. Horticulture

Workforce and skills constraints identified in the horticulture sector are summarized below, along with a description of training activities designed to address these constraints.

Workforce and skills constraints. As in the aquaculture sector, a principal skills constraints in horticulture is the lack of more effective farm management practices, including input selection and application, cultivation methods, and micronutrient use. This leads to inadequate yields and quality that hamper sales and jobs. Skills in post-harvest handling also are low, leading to much waste in more than 30 percent of production — another serious constraint to sales and jobs in the sector. In many cases, simple steps can reduce such losses. One example is using plastic crates during transportation to and from wholesale markets.

Initial findings indicate that the skills of processing-line workers at horticultural processing firms could be improved. Further vetting is required; an opportunity may exist for workforce development in subsequent project years.

Core training and workforce development activities. PRICE will address the principal workforce skills constraint in horticulture by training farmers in farm management practices and in proper post-harvest handling for transporting products to and from wholesale markets through embedded services at the input dealer level, in partnership with seed companies and through contract farming initiatives and training trader groups. In addition, PRICE will plan regional study trips to India to study modern contract farming systems and ripening chambers, and to Thailand to view post-harvest handling techniques.

PRICE's direct sales facilitation work through with client firms could identify specific, unforeseen opportunities to create sales and jobs throughout the value chain. PRICE will assess these opportunities through its ongoing direct client sales work and will deliver training on a cost-share, demand-driven basis for more sales and jobs growth.

C3. Leather

A number of workforce and skills constraints exist in the leather sector. These constraints are summarized below, along with an overview of activities designed to address these constraints and support value chain growth.

Workforce and skills constraints. The first main workforce and skills constraint for the leather products sector is insufficient skilled sewing and stitching operators. Some industry stakeholders estimate that the industry could absorb some 500 new, trained sewing and stitching operators per month. A further problem is the improper flaying of raw hides during the key *qurbani* period, when most hides are harvested in Bangladesh. These practices cause flaws in otherwise high-quality hides, leading to waste. Finally, given the heavy involvement of SMEs in the leather products value chain, unidentified constraints may exist at the management level.

Core training and workforce development activities. PRICE has two initiatives to address the main workforce and skills constraints for the leather products sector. First — perhaps addressing the greatest need with the greatest opportunity — PRICE will seek to provide large-scale support for training of poor women as sewing and stitching operators. PRICE is talking with key footwear companies and training institutes about how to structure the

initiative to ensure a real commitment from the companies, participation of poor women, and a sustainable training mechanism. PRICE also will address improper flaying practices by developing a campaign leading up to *qurbani* to raise awareness of better ways to flay raw hides, thereby improving quality.

Finally, PRICE’s direct sales facilitation work through its client firms could identify specific, previously unforeseen training opportunities to create sales and jobs throughout the value chain. PRICE will assess these opportunities through its ongoing direct client sales work and will deliver training on a cost-share, demand-driven basis for more sales and jobs growth.

D. Monitoring and Evaluation

Training evaluation will take place throughout the training cycle and beyond the end of the activity. Evaluation offers the opportunity to examine personal and institutional impacts and to detect and correct problems for future activities. PRICE expects to use four levels of evaluation (Table 1).

Table 1. Evaluation Levels for PRICE Training Activities

Evaluation Level	Measures	Method	When Applied
1. Trainee reaction	Trainee perceptions of program	Trainee survey	End of training
2. Knowledge	Trainee acquisition of new skills and information	Program exercises	During training
3. Performance	How much material is used in the workplace	Interviews, observation	Six weeks to six months after training
4. Results	Impact of training on the individual and organization	Data gathering and analysis	Six months to one year after training

The PRICE training team and M&E specialist will use the PRICE performance monitoring plan to measure the impact of training activities and track results. They will conduct follow-up evaluations with trainees and supervisors to ensure the effectiveness of training programs.

E. Training and Workforce Development Matrix

Table 2 details Year 1 training activities for each project component. We fully expect our technical team to review, revise, and amend this training plan after thorough consultations with counterparts so it accurately reflects value chain training needs, priorities, and timing preferences. We will communicate closely with our partners and solicit regular input to ensure that the training effort aligns with the project work plan and evolving needs.

Table 2. Training, Workshops, and Study Visits

PIR 1: Aquaculture

KRA	Title	Method	Resource	Target group	Trainees /Event	# of Events	Total Trainees	Location	# of Days	Timing	Results
1.1.1	Demand-driven training from BSC work	Training	STTA (local or foreign)	Value chain members	TBD	TBD	TBD	Bangladesh	TBD	Ongoing	To be determined for each case
1.2.1	WFC project orientation	Orientation	WFC	Depot and facilitators	24	1	24	Khulna	1	October	Participants learn about project
1.2.1	Environmental management	Training course	WFC	Depot and facilitators	24	1	24	Khulna	1	November	Participants learn about environment
1.2.1	Gender and labor compliance	Training course	WFC	Depot and facilitators	24	1	24	Khulna	1	November	Participants learn about equity issues
1.2.1	WFC start-up workshop	Workshop	WFC	Stakeholders	30	1	30	Khulna	1	October	Stakeholders understand roles
1.2.1	Farm management training of trainers	Training of trainers	WFC	Extension facilitator	30	1	30	Khulna	5	November-December	Extension facilitators prepared to teach farmers about good practices
1.2.1	Group mobilization training 1 and 2	Hands-on training	WFC	Group leaders	40	2	80	Greater Khulna	4	October-December, November-January	Improved farm group mobilization skills
1.2.2	Adapting new farm technologies 1 and 2	Hands-on training	WFC extension facilitator	Bagda farmers	25	40	2,000	Khulna, Satkhira, Bagerhat	160	January-July, February-August	Improved pond preparation, fertilization, stocking, feeding, disease, etc.
1.2.2	Post-harvest training	Hands-on training	WFC	Depots and processors	20	1	20	Khulna	3	October	Improved post-production handling and cool chain management
1.2.2	Harvest, sorting, transportation and marketing	Training course	WFC	Connecting farm members	30	2	60	Greater Khulna	2	January-February	Farmers minimize harvest losses, improve sorting and grading.
1.2.2	Methodology of data collection	Training course	WFC	Extension facilitators	20	1	20	Dhaka	2	November	Extension facilitators s collect relevant data effectively
1.3.1	Capacity building for farming associations	Training of trainers	Hired consultant	Lead farmers	30	3	90	Mymensingh Pabna, Cox, Barguna,	6	October-December	Group leaders become better at group buying, credit, etc.
1.3.2	Improved farming methodologies	Training of trainers	Hired consultant	Lead farmers	30	3	90	Mymensingh Pabna, Cox, Barguna	6	October-December	Improved farming methodologies for increased yields

Table 2. Training, Workshops, and Study Visits

PIR 1: Aquaculture

KRA	Title	Method	Resource	Target group	Trainees /Event	# of Events	Total Trainees	Location	# of Days	Timing	Results
1.3.2	Follow-up training programs for farmers	Hands-on training	Lead farmers	Farmers	30	30	900	Mymensingh Pabna, Cox, Barguna	30	October-February	Farmers obtain high-quality, low-cost inputs for higher yields and prices
1.3.2	Promoting sustainable farming	Training of trainers	Hired consultant	Lead farmers	30	3	90	Mymensingh Pabna, Cox, Barguna,	6	March-July	Improved eco-friendly farming methodologies
1.3.2	Sampling procedures	Training of trainers	Hired consultant	Lead farmers	30	3	90	Mymensingh Pabna, Cox, Barguna	6	March-July	Better sampling for lower costs and pollution
1.3.2	Exposure visits	Study tour	N/A	Lead farmers	10	2	20	China/Vietnam/Thailand	7	June-July	Improved yield for fish farming, cool chain, filleting, etc.
1.3.2	Polyculture of fish and prawns	Training course	Hired consultant	Farmers	30	2	60	TBD	2	October-December	Improved fish polyculture for increased yields
1.3.2	Crop rotations, and eco-friendly management	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	October-December	Better crop rotation for rice, fish, and prawns.
1.3.2	Embankment farming	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	October-December	More integrated farming for better resource utilization
1.3.2	Contract farming of fish and prawn	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	January-February	More contract farming to increase yields and security
1.3.2	Resource management and value additions	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	January-February	Better resource management to broaden markets
1.3.3	Chill killing and cool chain management	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	January-February	Higher confidence in keeping crops fresh after harvest.
1.3.3	Hygienic dry fish growing/marketing	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	January-February	More efficient use of resources

Table 2. Training, Workshops, and Study Visits

PIR 1: Aquaculture

KRA	Title	Method	Resource	Target group	Trainees /Event	# of Events	Total Trainees	Location	# of Days	Timing	Results
1.3.3	Fish value chain management	Training course	Hired consultant	Farmers	30	2	60	Mymensingh Pabna, Cox's Barguna	2	January-February	Better value chain management
1.3.3	Group marketing and post-harvest	Training of trainers	Hired consultant	Lead farmers	30	3	90	Mymensingh Pabna, Cox's Barguna	6	October-December	Improved group marketing, post-production handling, and cool chain management
1.4.1	Raising awareness on local labor laws	Workshop	BFSF and hired resources	Processors, workers, contractors	50	10	500	Khulna	1	January-April	Higher awareness of labor law and compliance
1.4.2	On various lab and field inspection topics as per EU (auditing, sampling, EU laws, etc.)	Training course	TBD	FIQC lab and field inspection staff	38	1	38	Dhaka	6	October or November	Higher awareness of lab and field inspection topics as per EU
1.5.2	Proper post-larvae screening	Hands-on training	WFC/hired consultant	Screening technicians	30	2	60	Cox's Bazar & Khulna	2	March-April	Increased use of screened post-larvae

Table 3. Training, Workshops, and Study Visits

PIR 2: Horticulture

KRA	Title	Method	Resource	Target group	Trainees /Event	# of Events	Total Trainees	Location	# of Days	Timing	Results
2.1.1	Demand-driven training from BSC work	Training	STTA (local or foreign)	Value chain members	TBD	TBD	TBD	Bangladesh	TBD	Ongoing	To be determined for each case
2.2.1	Validation workshop on value chain (VC) analysis	Workshop	STTA (local)	Value chain actors	40	1	40	Bangladesh	1	January-February	Value chain analysis reports prepared
2.2.2	Contract farming systems and management	Training course	STTA (local)	Staff, supervisors	15	4	60	Bangladesh	3	February-March	Contract farming systems in place
2.2.3	Production technologies	Training course	STTA (local)	Contract farmers	25	32	800	Bangladesh	1	April-June	Contract farmers trained
2.2.4	Contract farming study tour	Study visit	Event manager	Processing firms and exporting partners	6	1	6	India	7	May-June	Ideal contract farming systems observed
2.2.5	Post-harvest management TOT	Training of trainers	STTA (local)	Processing firms and exporting partners	15	4	60	Bangladesh	2	April-June	Staff trained on post harvest technologies
2.3.2	Proper handling of products and chemicals TOT	Training course	STTA (local)	Dealers/retailers	400	16	20	Bangladesh	3	June-August	Dealers/retailers trained
2.3.1	Specialized cold storage implementation	Training course	STTA (local)	Staff of cold storage investor	20	1	20	Bangladesh	2	June-July	Cold-storage staff trained planning
2.3.1	Ripening chamber study tour	Study visit	Event Organizer	Horticulture trader group members	5	1	5	India	5	March-May	Investors fine-tune ripening chamber business idea
2.3.2	Proper handling of products and chemicals	Hands-on training	Foreign Consultant	Horticulture trader group members	10	1	10	Bangladesh	3	July-August	Ripening technology demonstrated
2.3.3	Post harvest issues	Training	STTA (local)	Trader groups	25	3	75	Bangladesh	2	May-July	Local and national-level traders trained

Table 3. Training, Workshops, and Study Visits**PIR 2: Horticulture**

KRA	Title	Method	Resource	Target group	Trainees /Event	# of Events	Total Trainees	Location	# of Days	Timing	Results
2.3.3	Post-harvest handling study tour	Study visit	Event organizer	Trader groups	5	1	1	Thailand or India	5	June-August	Ideal post-harvest handling observed
2.3.3	Linkage with transportation systems study tour	Study visit	STTA (local)	Trader groups	12	1	12	Bangladesh	3	June-August	Linkages with plastic and transport firm and national-level market traders

Table 4. Training, Workshops, and Study Visits**PIR 3: Leather**

KRA	Title	Method	Resource	Target group	Trainees /Event	# of Events	Total Trainees	Location	# of Days	Timing	Results
3.1.1	Demand-driven training from BSC work	Training	STTA (local or foreign)	Value chain members	TBD	TBD	TBD	Bangladesh	TBD	Ongoing	To be determined for each case
3.2.1	Support buyer visits to Bangladesh producers	Awareness visit	STTA (local)	International leather products and footwear buyers	TBD	1 or 2	3-4 buyers	Bangladesh	4	TBD	Establish relationships between buyers and producers to increase sales
3.2.2	Support producer visits to international buyers	Exposure visit	STTA (local)	Bangladeshi leather product producers and exporters	TBD	1	4	TBD	7	TBD	Producers will gain experience and perspective through exposure to successfully run factories
3.3.1	Develop sewing and stitching skills of operators	Factory training	STTA (local)	Leather factory operators	700	3	2,100	Vairab	60 days	October-August	2,100 stitchers trained to produce leather footwear of superior quality to increase international sales
3.3.2	Improve hide skinning techniques	Awareness campaign	STTA (local)	Flayers at cattle markets before Eid	50	20	1,000	Dhaka, Chittagong, other metropolitan areas	TBD	November-December	Teach best practices to 1,000 flayers to improve quality of leather and increase export orders
3.4.1	Understanding SME competitive needs	Needs assessment	STTA (local)	SME suppliers	N/A	N/A	N/A	Dhaka, Khulna, Bogra	N/A	TBD	Enhance understanding of SME needs to design interventions for the next four years

ANNEX C. YEAR 1 BUDGET PROJECTION

Line Item	Projected Amount
Salaries	\$353,130
Fringe	\$218,010
Overhead	\$287,200
Travel and Transportation	\$52,780
Allowances	\$118,070
Other Direct Costs	\$53,490
Equipment, Vehicles, Freight	\$55,930
Training	\$86,000
Subcontracts	\$106,650
Strategic Competitiveness Fund	
Aquaculture	\$420,000.00
Horticulture	\$350,000.00
Leather	\$300,000.00
Subtotal	\$2,401,260
General and Administrative	\$142,870
Subtotal	\$2,544,130
Fixed Fee	\$127,210
Grand Total	\$2,671,340

ANNEX D. CUSTOM INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet			
Project Objective. Poverty reduction through sales, jobs and investment			
Name of Custom Indicator: Number of full-time equivalent jobs created			
Custom Indicator Number: 1			
Custom Indicator Type: Impact			
Description			
Precise Definition(s): Full-time equivalent jobs will be defined as those equal to 260 work days per year for non-agricultural production and 150 days for agricultural production (given the seasonality associated with agriculture work). Only new jobs will count, calculated by taking the total number of work days and dividing by 260 or 150, as appropriate. A new job will attributed to the year in which the job originated.			
Units of Measurement: Number			
Disaggregated by: Sector, region, gender and age, if possible			
Justification & Management Utility: True poverty reduction means having a decent job with jobs arising from increases in sales and investment across the value chains. Thus, the focus of PRICE performance indicators will be on creation of jobs through sales and investment, particularly for women and young adults.			
Plan for Data collection			
Data Collection Method: PRICE will collect the jobs creation data directly from the PRICE assisted partner firms, organizations, and associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing jobs information and other achievements will be outlined in detailed MOUs with partners. PRICE will determine jobs creation data not only from the aforementioned steps, but also by a jobs creation multiplier model developed for each sector as per international standards. This is expected to be done by December 2008.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, association, trader group, etc. at the time of the signing of an MOU with the partner.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data Analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	200		
2009	5,000		
2010	8,000		
2011	11,000		
2012/13	15,700		Total is 40,000 jobs
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 1: Competitiveness of aquaculture increased			
Name of Custom Indicator: Total value of sales increased			
Custom Indicator Number: 2			
Custom Indicator Type: Impact			
Description			
Precise Definition(s): The aggregation of the increase in the total value of gross sales of assisted firms in the value chain (farmer/producers, feed mills, depot operators, market intermediaries, processors, exporters, etc.) that can be attributed to PRICE activities.			
Units of Measurement: United States dollars converted from local currency, if necessary, at time of collection.			
Disaggregated by: Domestic and export sales, and SME and non-SME, if possible.			
Justification & Management Utility: Jobs are created by economic activity, which is largely measured by sales and investment.			
Plan for Data Collection			
Data Collection Method: PRICE will collect the sales revenue data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing sales information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, association, trader group, etc. at the time of the signing of an MOU with the partner.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	200K		
2009	\$5M		
2010	\$16M		
2011	\$24M		
2012/13	\$30M		Total value of sales is 75 million USD
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 1: Competitiveness of aquaculture increased			
Name of Custom Indicator: Total value of investment increased			
Custom Indicator Number: 3			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): The aggregation of the increase in the total value of investments of assisted firms in the value chain (farmer/producers, feed mills, depot operators, market intermediaries, processors, exporters, etc.) that can be attributed to PRICE activities. Investment will include loans and private equity.			
Units of Measurement: U.S. dollars converted from local currency, if necessary, at time of collection			
Disaggregated by: SME and non-SME, if possible.			
Justification & Management Utility: Jobs are created by economic activity which is largely measured by sales and investment.			
Plan for Data Collection			
Data Collection Method: PRICE will collect investment data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing investment information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, association, trader group, etc. at the time of the signing of an MOU with the partner.			
Known Data Limitation and Significance (if any): Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	\$200K		
2010	\$400K		
2011	\$400K		
2012/13	\$600K		Total value of investment is 1.6 million USD
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 1.1. Value chain linkages improved			
Name of Custom Indicator: Number of sales contracts, etc. between connector firms and the value chain.			
Custom Indicator Number: 4			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Number of sales and purchase transactions or other agreements such as MOUs or cooperative agreements that demonstrate a newly formed "linkage" between entities.			
Units of Measurement: Number			
Disaggregated by: Sector, firm size, and region			
Justification & Management Utility: Documented sales and purchase transactions or other agreements between connector firms and other value chain members, including upstream SMEs, is firm evidence of improved value chain linkages in support of increasing sales, jobs and investment.			
Plan for Data Collection			
Data Collection Method: The data will be collected as part of PRICE's monthly monitoring of firm clients in implementing their sales growth plans. This monitoring will include interviews with client firms, as well as collecting and reviewing management reports, invoices, etc. All PRICE client sales growth plans (or MOUs) will stipulate the client's commitment to providing such information.			
Data Source(s): Project client monitoring reports, as per above, supported by back-up documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial data quality assessment: N/A.			
Known Data Limitation and significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	10		
2009	50		
2010	50		
2011	50		
2012/13	50		Total number is 210
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 1.3. Fish associations strengthened for expanded fish production			
Name of Custom Indicator: Percentage increase in fin fish farm yields			
Custom Indicator Number: 6			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Percentage increase in the amount of fish pond production of PRICE assisted fin fish farmers.			
Units of Measurement: Percentage			
Disaggregated by: N/A			
Justification & Management Utility: Measuring percentage increases of fish farm yields will indicate improved fish farm management and increases in sector sales overall.			
Plan for Data Collection			
Data Collection Method: PRICE will collect fish farm yield data annually from participating farmers and related associations using a data collection form appropriate for farmers and associations. The commitment and process of collecting initial baseline data and ongoing production information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Fish farmers and related associations.			
Frequency and Timing of Data Acquisition: PRICE will collect data annually, reflecting production cycle.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial data quality assessment: A baseline of the most recent pond production of each participating farmer of each association partner will be collected by PRICE prior to commencement of PRICE assistance. This will be stipulated in the MOU with the partner.			
Known Data Limitation and significance: The quality and commitment of record keeping by participating farmers and associations may be inadequate.			
Actions Taken or Planned to Address Data Limitations: PRICE will work with farmers and associations to ensure that data collection forms are completed as accurately as possible and will plan site visits and interviews to verify information.			
Date of Future Data Quality Assessment: Annually			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end. Only yield increases for new farmer entrants into program are counted.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0	0	Number of new farmer participants in program below:
2009	70%		1800
2010	70%		1700
2011	70%		1500
2012/13	70%		2000
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 1.4. Improved industry compliance			
Name of Custom Indicator: Percentage of processing firms compliant with local labor laws			
Custom Indicator Number: 7			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Percentage of operating shrimp processing firms compliant with local labor laws as determined by a new enforcement regime supported by PRICE and industry stakeholders.			
Units of Measurement: Percentage			
Disaggregated by: N/A			
Justification & Management Utility: Compliance with local labor laws is a vital requirement in order to maintain or grow the current U.S. shrimp export market. Currently, there does not exist an effective enforcement regime to verify compliance with local labor laws.			
Plan for Data Collection			
Data Collection Method: PRICE will check with the enforcement body on a quarterly basis to understand how many processing firms are complying with local labor laws as per the body's audit procedures.			
Data Source(s): New enforcement regime.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial data quality assessment: The assessment of data quality will be determined at the time of the establishment of the new enforcement regime. This is expected to occur in 2009 or 2010, depending on stakeholder commitment to establishing such a regime.			
Known Data Limitation and significance: Unknown at this time.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: Annually			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end. Targets assume new enforcement regime is established.			
Notes on Baseline Targets: The baseline is zero as currently there is no credible mechanism to verify compliance with local labor laws.			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	10%		
2010	50%		
2011	75%		
2012/13	90%		
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 1.5. Input quality improved			
Name of Custom Indicator: Increase in quantity of screened PL used by farmers			
Custom Indicator Number: 8			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Increase in number of post-larvae used by shrimp farmers that have been screened for viruses by PCR laboratory.			
Units of Measurement: Number			
Disaggregated by: N/A			
Justification & Management Utility: 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 post-larvae that have viruses and therefore decimate pond shrimp populations.			
Plan for Data Collection			
Data Collection Method: The World Fish Center (WFC), the PRICE subcontractor for this KRA, will collect data on screened PL use annually from participating farmers and depot owners.			
Data Source(s): Shrimp farmers and depot owners through WFC.			
Frequency and Timing of Data Acquisition: PRICE will collect data annually, reflecting production cycle.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial data quality assessment: A baseline of the use of screened PL of each participating farmer will be collected by WFC prior to commencement of PRICE assistance.			
Known Data Limitation and significance: The quality and commitment of record keeping by participating farmers may be inadequate.			
Actions Taken or Planned to Address Data Limitations: PRICE will work with WFC to ensure that data collection forms are completed as accurately as possible and will plan site visits and interviews to verify information.			
Date of Future Data Quality Assessment: Annually			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: Baseline is assumed to be zero although this is to be confirmed by WFC.			
Performance Indicator Values			
Year	Target (million)	Actual	Notes
2008	0		
2009	40		
2010	80		
2011	80		
2012/13	100		Total number is 300 million PL
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 2: Competitiveness of horticulture increased			
Name of Custom Indicator: Total value of sales increased			
Custom Indicator Number: 9			
Custom Indicator Type: Impact			
Description			
Precise Definition(s): The aggregation of the increase in the total value of gross sales of assisted firms in the value chain (farmer/producers, feed mills, depot operators, market intermediaries, processors, exporters, etc.) that can be attributed to PRICE activities.			
Units of Measurement: United States dollars converted from local currency, if necessary, at time of collection.			
Disaggregated by: Domestic and export sales, and SME and non-SME, if possible.			
Justification & Management Utility: Jobs are created by economic activity, which is largely measured by sales and investment.			
Plan for Data Collection			
Data Collection Method: PRICE will collect the sales revenue data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing sales information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, associations, trader groups etc. at the time of the signing of an MOU with the partner.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	\$5M		
2010	\$12M		
2011	\$18M		
2012/13	\$25M		Total is \$60 million
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 2: Competitiveness of horticulture increased			
Name of Custom Indicator: Total value of investment increased			
Custom Indicator Number: 10			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): The aggregation of the increase in the total value of investments of assisted firms in the value chain (farmer/producers, feed mills, depot operators, market intermediaries, processors, exporters, etc.) that can be attributed to PRICE activities. Investment will include loans and private equity.			
Units of Measurement: U.S. dollars converted from local currency if necessary at time of collection			
Disaggregated by: SME and non-SME, if possible.			
Justification & Management Utility: Jobs are created by economic activity which is largely measured by sales and investment.			
Plan for Data Collection			
Data Collection Method: PRICE will collect investment data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing sales information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, associations, trader groups etc. at the time of the signing of an MOU with the partner.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	\$200K		
2010	\$300K		
2011	\$300K		
2012/13	\$400K		Total is \$ 1.2 million
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 2.1. Value chain linkages improved			
Name of Custom Indicator: Number of sales contracts, etc. between connector firms and the value chain.			
Custom Indicator Number: 11			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Number of sales and purchase transactions or other agreements such as MOUs or cooperative agreements that demonstrate a newly formed “linkage” between entities.			
Units of Measurement: Number			
Disaggregated by: Sector, firm size, and region			
Justification & Management Utility: Documented sales transactions between connector firms and other value chain members, including upstream SMEs, is firm evidence of improved value chain linkages in support of increasing sales, jobs and investment.			
Plan for Data Collection			
Data Collection Method: The data will be collected as part of PRICE’s monthly monitoring of firm clients in implementing their sales growth plans. This monitoring will include interviews with client firms, as well as collecting and reviewing management reports, invoices, etc. All PRICE client sales growth plans (or MOUs) will stipulate the client’s commitment to providing such information.			
Data Source(s): Project client monitoring reports, as per above, supported by back-up documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data monthly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial data quality assessment: N/A.			
Known Data Limitation and significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	50		
2010	50		
2011	50		
2012/13	50		Total is 200
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 2.2. Farm management practices improved			
Name of Custom Indicator: Percentage increase in farm yields			
Custom Indicator Number: 12			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Percentage increase in yield per acre due to improved farm management practices from PRICE support.			
Units of Measurement: Percentage			
Disaggregated by: N/A			
Justification & Management Utility: Measuring percentage increases of farm yields will indicate improved farm management and increases in sector sales overall.			
Plan for Data Collection			
Data Collection Method: PRICE will collect data from participating farmers in PRICE activities using a data collection appropriately designed for farmers. The commitment and process of collecting initial baseline data and ongoing production information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): From farmers or contract farmer sponsors.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issue			
Date of Initial data quality assessment: A baseline of the most recent farm production of participating farmers will be collected prior to commencement of PRICE assistance as the MOU with the partner.			
Known Data Limitation and significance: The quality and commitment of record keeping by participating farmers may be inadequate.			
Actions Taken or Planned to Address Data Limitations: PRICE will work with farmers and their contract farming sponsors to ensure that data collection forms are completed as accurately as possible. PRICE will also plan site visits and interviews to verify information.			
Date of Future Data Quality Assessment: Annually			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: (1) The targets below are for each year and are not accumulative and (2) each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0%		
2009	20%		
2010	20%		
2011	20%		
2012/13	20%		
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 2.3. Post-harvest technologies transferred and improved			
Name of Custom Indicator: Number of entities adopting post-harvest technologies			
Custom Indicator Number: 13			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Total number of PRICE assisted firms, trader groups, etc. adopting post-harvesting technologies (cold chain storage, ripening chambers, packing, etc.) promoted by PRICE.			
Units of Measurement: Number			
Disaggregated by: Firm size, gender of ownership/management, region			
Justification & Management Utility: 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.			
Plan for Data Collection			
Data Collection Method: PRICE will monitor its post-harvesting handling promotion activities to track which PHH partners have adopted PHH technologies. PRICE will sign MOUs with these PHH partners that will outline the partner's commitment to provide baseline information and ongoing information and achievements under the MOU.			
Data Source(s): Post-harvest handling partners.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M& E Manager			
Data Quality Issue			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & reporting			
Data Analysis: N/A			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	10		
2010	20		
2011	30		
2012/13	30		Total number is 90
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 2.4. Key export policy constraints addressed			
Name of Custom Indicator: Number of export policy recommendations identified and communicated			
Custom Indicator Number: 14			
Custom Indicator Type: Output			
Description			
Precise Definition(s): Number of pro-export policy recommendations identified and communicated with policy advocates, makers and other stakeholders.			
Units of Measurement: Number			
Disaggregated by: N/A			
Justification & Management Utility: Stakeholders have indicated there are numerous export constraints that related to government policy or quasi-policy. These include air freight subsidies, "informal tolls" on internal transportation routes, food safety administration, etc. A review and recommendation on these policies could lead to changes that could spur sector export growth.			
Plan for Data Collection			
Data Collection Method: PRICE will track and report from internal project documentation on number of constraints identified, quantified and communicated.			
Data Source(s): Project documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issue			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & reporting			
Data Analysis: N/A			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	2		
2010	3		
2011	3		
2012/13	2		Total number is 10
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 3: Competitiveness of leather products increased			
Name of Custom Indicator: Total value of sales increased			
Custom Indicator Number: 15			
Custom Indicator Type: Impact			
Description			
Precise Definition(s): The aggregation of the increase in the total value of gross sales of assisted firms in the value chain (farmer/producers, feed mills, depot operators, market intermediaries, processors, exporters, etc.) that can be attributed to PRICE activities.			
Units of Measurement: United States dollars converted from local currency, if necessary, at time of collection.			
Disaggregated by: Domestic and export sales, and SME and non-SME, if possible.			
Justification & Management Utility: Jobs are created by economic activity, which is largely measured by sales and investment.			
Plan for Data Collection			
Data Collection Method: PRICE will collect the sales revenue data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing sales information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, association, trader group, etc. at the time of the signing of an MOU.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in tables, charts and supported by narratives.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	\$5M		
2010	\$12M		
2011	\$18M		
2012/13	\$30M		Total is \$65 million
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 3: Competitiveness of leather products increased			
Name of Custom Indicator: Total value of investment increased			
Custom Indicator Number: 16			
Custom Indicator Type: Impact			
Description			
Precise Definition(s): The aggregation of the increase in the total value of investments of assisted firms (farmer/producers, feed mills, depot operators, market intermediaries, processors, exporters, etc.) that can be attributed to PRICE activities. Investment will include loans and private equity.			
Units of Measurement: United States dollars converted from local currency if necessary at time of collection			
Disaggregated by: SME and non-SME, if possible.			
Justification & Management Utility: Jobs are created by economic activity which is largely measured by sales and investment.			
Plan for Data Collection			
Data Collection Method: PRICE will collect investment data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing sales information and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, associations, trader groups etc. at the time of the signing of an MOU.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in tables, charts and supported by narratives.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	\$200K		
2010	\$300K		
2011	\$300K		
2012/13	\$400K		Total is \$1.2 million
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 3.1. Value chain linkages improved			
Name of Custom Indicator: Number of sales contracts, etc. between connector firms and the value chain.			
Custom Indicator Number: 17			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Number of sales and purchase transactions or other agreements such as MOUs or cooperative agreements that demonstrate a newly formed "linkage" between entities.			
Units of Measurement: Number			
Disaggregated by: Sector, firm size, and region			
Justification & Management Utility: Documented sales transactions between connector firms and other value chain members, including upstream SMEs, is firm evidence of improved value chain linkages in support of increasing sales, jobs and investment.			
Plan for Data Collection			
Data Collection Method: The data will be collected as part of PRICE's monthly monitoring of firm clients in implementing their sales growth plans. This monitoring will include interviews with client firms, as well as collecting and reviewing management reports, invoices, etc. All PRICE client sales growth plans (or MOUs) will stipulate the client's commitment to providing such information.			
Data Source(s): Project client monitoring reports, as per above, supported by back-up documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data monthly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial data quality assessment: N/A.			
Known Data Limitation and significance (if any): N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: Annually			
Procedure for Future Data Quality Assessment: The PRICE team will annually review the data collecting process and the quality of data obtained to assess the need to revise the process.			
Plan for Data analysis, Review & reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in simple table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	50		
2010	50		
2011	50		
2012/13	50		Total is 200
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 3.2. Sector-wide export market access improved			
Name of Custom Indicator: Number of linkages facilitated between local firms and foreign buyers			
Custom Indicator Number: 18			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): A linkage between a local firm (or PRICE on behalf a local firm) and a foreign buyer is defined to be a documented exchange between two such parties, including written expressions of interest, meetings, phone calls, etc.			
Units of Measurement: Number			
Disaggregated by: Sector			
Justification & Management Utility: In order to increase export sales, linkages must be made between local producers/exporters and foreign buyers for subsequent sales transactions and resulting jobs.			
Plan for Data Collection			
Data Collection Method: PRICE will track and report from internal project documentation the number of linkages facilitated between local producers/exporters and buyers.			
Data Source(s): Project documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance (if any): N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data Analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trend, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	10		
2010	20		
2011	30		
2012/13	30		Total is 90
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 3.3. Sustainable workforce skills training increased			
Name of Custom Indicator: Percentage increase in private sector investment in workforce development			
Custom Indicator Number: 19			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Percentage increase in spending (fees, workshops, brochures, in-house training, paid consultants, etc.) on workforce development by the private sector firms receiving PRICE support.			
Units of Measurement: Percentage			
Disaggregated by: Sector, firm size, and region			
Justification & Management Utility: 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.			
Plan for Data Collection			
Data Collection Method: PRICE will collect workforce investment data directly from the partner firms, organizations, and partner associations using pre-designed data forms. The commitment and process of collecting initial baseline data and ongoing workforce investment and other achievements will be outlined in detailed MOUs with partners.			
Data Source(s): Records of partner firms or associations			
Frequency and Timing of Data Acquisition: Quarterly			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: A baseline will be established with each partner enterprise, associations, trader groups etc. at the time of the signing of an MOU.			
Known Data Limitation and Significance: Partner organizations may not have good data record system			
Actions Taken or Planned to Address Data Limitations: PRICE may assist the partner organizations with record keeping through project staff expertise or hired consultant, if needed.			
Date of Future Data Quality Assessment: PRICE will annually review data quality issues to ensure data is of sufficient quality for monitoring and evaluation purposes.			
Procedure for Future Data Quality Assessment: Review data and conduct consistency check with the other value chain members.			
Plan for Data Analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trend, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets:			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	25%		
2010	50%		
2011	75%		
2012/13	100%		
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 3.4. SME competitiveness improved			
Name of Custom Indicator: Number of leather products SMEs assisted by PRICE			
Custom Indicator Number: 20			
Custom Indicator Type: Output			
Description			
Precise Definition(s): A leather products SME assisted by PRICE is one that has received technical assistance or training in management, access to finance, technology, marketing, workforce development, etc. as part of PRICE activities in the leather products sector.			
Units of Measurement: Number			
Disaggregated by: Sector and gender of ownership			
Justification & Management Utility: Part of 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 some of the larger shoe companies, such as Apex and Bata. Accordingly, it is important that PRICE assist SMEs in this sector to improve their competitiveness and participation in value chain growth.			
Plan for Data Collection			
Data Collection Method: PRICE will track and report from internal project documentation the number of leather products SMEs assisted by PRICE with technical assistance or training.			
Data Source(s): Project documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data Analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trend, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	20		
2010	50		
2011	100		
2012/13	100		Total number is 270
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
PIR 4. Enabling environment improved			
Name of Custom Indicator: Number of policy or regulatory recommendations by PRICE accepted by other institutions for advocacy.			
Custom Indicator Number: 21			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Policy or regulatory recommendations made and documented by PRICE that are accepted by another institution, including the expected PAMA project, for further advocacy.			
Units of Measurement: Number			
Disaggregated by: Sector			
Justification & Management Utility: The design of PRICE is for the project to identify, quantify and communicate to other institutions for further advocacy key policy or regulatory recommendations for equitable sector growth. Furthermore, the planned PAMA project has been designated to take such PRICE policy recommendations for further advocacy and change.			
Plan for Data Collection			
Data Collection Method: PRICE will track and report from internal project documentation that will record policy or regulatory recommendations made to PAMA and other projects based on PRICE's own identification and analysis.			
Data Source(s): Project documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data Analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trend, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	2		
2010	3		
2011	3		
2012/13	4		Total number is 12
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 4.1: Policy change for equitable growth supported			
Name of Custom Indicator: Number of identified, quantified and communicated policy constraints			
Custom Indicator Number: 22			
Custom Indicator Type: Output			
Description			
Precise Definition(s): This will include reports completed and disseminated by PRICE to PAMA, BICF, and others on policy or regulatory equitable sector growth constraints for further advocacy. The reports will identify the key issues, quantify the cost of the issue to the sector in terms of sales, jobs, and investment, and disseminate the information to those best positioned to advocate for policy change.			
Units of Measurement: Number			
Disaggregated by: Sector			
Justification & Management Utility: The design of the project is intended to identify and quantify policy or regulatory issues that negatively affect equitable 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.			
Plan for Data Collection			
Data Collection Method: PRICE will track and report from internal project documentation on number of constraints identified, quantified and communicated.			
Data Source(s): Project documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	2		
2010	3		
2011	3		
2012/13	4		Total number is 12
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 4.2. Public-private partnerships strengthened			
Name of Custom Indicator: Number of public-private partnerships facilitated			
Custom Indicator Number: 23			
Custom Indicator Type: Output			
Description			
Precise Definition(s): Public-private partnerships are those in which the private and public sectors combine resources to address a PRICE sector constraint. This includes the establishment of the Local Currency Development or of a Global Development Alliance initiative by PRICE, or PRICE's facilitation of other initiatives in which the private and public sectors combine resources to address a PRICE sector constraint.			
Units of Measurement: Number			
Disaggregated by: Sector			
Justification & Management Utility: USAID has made the promotion of public-private partnerships 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 partnerships for greater project impact.			
Plan for Data collection			
Data Collection Method: PRICE will track and report from internal project documentation on number of public-private alliances facilitated through project activities.			
Data Source(s): Project documentation.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	1		
2010	3		
2011	3		
2012/13	3		Total number is 10
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 4.3. Understanding of successful equitable growth promoted			
Name of Custom Indicator: Number of equitable growth promotion activities implemented			
Custom Indicator Number: 24			
Custom Indicator Type: Output			
Description			
Precise Definition(s): Conferences, meetings, workshops, reports, or communications (newsletters, bulletins, press releases, etc.) with the private sector, associations, donors, associations, the Government of Bangladesh and other related institutions to promote the elements of successful equitable growth.			
Units of Measurement: Number			
Disaggregated by: Sector and type			
Justification & Management Utility: Effective communication through these channels is vital to broadcast the elements of successful equitable growth to achieve broad consensus amongst stakeholders for greater development impact			
Plan for Data collection			
Data Collection Method: PRICE will track and report from internal project documentation on number of significant promotion mechanisms (conferences, meetings, workshops, reports, or communications tools -- newsletters, bulletins, press releases) implemented through project activities.			
Data Source(s): Project documentation from field offices.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance (if any): N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	8		
2009	25		
2010	30		
2011	30		
2012/13	30		Total number is 123
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
KRA 4.4. Associations advocate for worker protection			
Name of Custom Indicator: Percentage of sector association firms adopting an updated code of conduct			
Custom Indicator Number: 25			
Custom Indicator Type: Outcome			
Description			
Precise Definition(s): Percentage of members of the principal sector associations that adopt an updated code of conduct that includes worker protection.			
Units of Measurement: Percentage			
Disaggregated by: Sector			
Justification & Management Utility: Adopting a code of conduct indicates a commitment of a firm to adhere to principles, values, laws or regulations consistent with good governance. This includes proper treatment of workers in terms of wages, working conditions, child labor, security, etc.			
Plan for Data Collection			
Data Collection Method: PRICE will track and report this percentage as reported by the principal sector associations for aquaculture, horticulture and leather products (expected to be BFFEA, BFVEA and LGFMEA, respectively).			
Data Source(s): Reports from the above associations.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance (if any): N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in tables or charts supported by narratives, if appropriate			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline and Targets: The baseline is zero as any existing code of conduct will be updated.			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0%		
2009	10%		
2010	25%		
2011	50%		
2012/13	75%		
This Sheet Last Update on:			

ANNEX E. COMMON INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet			
Project Objective: Poverty reduction through sales, jobs and investment			
Name of Common Indicator: Number of firms receiving USG assistance to improve management practices			
Common Indicator Number: 1			
Common Indicator Type: Output			
Description			
Precise Definition(s) : This indicator measures the number of firms, proprietors or farms that receive USG assistance through PRICE to improve their management practices (financial management, planning, marketing, purchasing, human resources, etc.)			
Units of Measurement: Number			
Disaggregated by: Sector, region and gender of owner/manager, if possible			
Justification & Management Utility : Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices.			
Plan for Data collection			
Data Collection Method: PRICE will track and report from internal project documentation the firms or enterprises that receive USG assistance, through PRICE, to improve their management practices.			
Data Source(s) : Project documentation from field offices, including trip notes from client field visits, training and workshop participants registration rolls, partner documentation, etc.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: (1) The targets below are for each year and are not accumulative and (2) each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	250		
2009	1,500		
2010	2,000		
2011	2,500		
2012/13	2,500		Total is 8,750 firms, proprietors or farms
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
Project Objective: Poverty reduction through sales, jobs and investment			
Name of Common Indicator: Number of firms receiving USG assistance to invest in technologies			
Common Indicator Number: 2			
Common Indicator Type: Output			
Description			
Precise Definition(s) : This indicator measures the number of firms, proprietors or farms that receive USG assistance through PRICE to invest in improved technologies, including equipment, processes, IT, etc.			
Units of Measurement: Number			
Disaggregated by: Sector, region and gender of owner/manager, if possible			
Justification & Management Utility : Firms improve their productivity, and in turn their competitiveness, by investing in new technologies.			
Plan for Data collection			
Data Collection Method: PRICE will track and report from internal project documentation number of firms that receive USG assistance to invest in improved technologies, including equipment, processes, IT, etc.			
Data Source(s) : Project documentation from field offices, including trip notes from client field visits, training and workshop participants registration rolls, partner documentation, etc.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	250		
2009	3,000		
2010	4,000		
2011	4,750		
2012/13	5,000		Total is 17,000 firms, proprietors or farms
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
Project Objective: Poverty reduction through sales, jobs and investment			
Name of Common Indicator: Number of persons participating in USAID workforce development programs			
Common Indicator Number: 3			
Common Indicator Type: Output			
Description			
Precise Definition(s): Number of persons participating in USG-funded workforce development programs, including technical and vocational programs and workforce readiness programs.			
Units of Measurement: Number			
Disaggregated by: Sector, gender and age			
Justification & Management Utility: 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.			
Plan for Data collection			
Data Collection Method: PRICE will track and report from internal project documentation the number of persons participating in PRICE workforce development programs.			
Data Source(s): Project documentation from field offices, including training registration rolls, workshop participant rolls, etc.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	300		
2009	2,500		
2010	3,700		
2011	4,000		
2012/13	4,000		Total number trained is 14,500
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
Project Objective: Poverty reduction through sales, jobs and investment			
Name of Common Indicator: Number of SMEs receiving USG supported assistance to access bank loans or private equity			
Common Indicator Number: 4			
Common Indicator Type: Output			
Description			
Precise Definition(s) : Number of small and medium enterprises, including farms, which receive assistance from USG through PRICE to obtain bank loans or private equity.			
Units of Measurement: Number			
Disaggregated by: Sector and gender of owner/manager, if possible			
Justification & Management Utility : Firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets.			
Plan for Data collection			
Data Collection Method: PRICE will track and report from internal project documentation the number of SMEs receiving USG supported assistance to access bank loans or private equity			
Data Source(s) : Project documentation from field offices, including trip notes from client field visits, training and workshop participants registration rolls, partner documentation, etc.			
Frequency and Timing of Data Acquisition: PRICE will collect data quarterly.			
Estimated Cost of Data Acquisition: Minimal, as collection will be part of routine project work.			
Responsible Individual at the Project: M & E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A.			
Known Data Limitation and Significance: N/A.			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A.			
Procedure for Future Data Quality Assessment: N/A.			
Plan for Data analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc.			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: Quarterly by the M& E Team			
Reporting of Data: Quarterly M&E updates and annual reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	200		
2010	300		
2011	400		
2012/13	500		Total number of SMEs assisted is 1,400
This Sheet Last Update on:			

Performance Indicator Reference Sheet			
Project Objective. Poverty reduction through sales, jobs and investment			
Name of Common Indicator: Number of individuals having greater access to improved drinking water supply			
Common Indicator Number: 5			
Common Indicator Type: Outcome			
Description			
Precise Definition(s): Total number of individuals having greater access to improved drinking water from PRICE activities. Greater access to improved drinking water will be defined as an increase in the water table of at least one foot rise and of a quality as determined by the government of Bangladesh in the area near the fish ponds from which the assisted farmers and their households obtain their drinking water. Individuals shall be defined as PRICE assisted fish pond farmers and their households, assuming there are an average of five members per household.			
Units of Measurement: Number			
Disaggregated by: N/A			
Justification & Management Utility: PRICE assisted fish pond entrepreneurs are expected to harvest an additional 3,300 cubic meters of rain water per hectare from and for improved pond management practices from PRICE support. Approximately one-third of this water is expected to percolate into the surrounding ground, causing the water table and therefore drinking water supply to increase for greater access.			
Plan for Data collection			
Data Collection Method: The number of individuals will be collected from the PRICE assisted fish farm associations and farmers as per a signed MOU, assuming four additional family members for each farmer. With regard to the water supply, PRICE will collect representative samples of the water table each April in the surrounding areas of the fish ponds of PRICE assisted farmers and associations. April represents the driest part of the year and therefore the best time to measure increases in the water table. The commitment and process of collecting initial baseline data and ongoing water quality information and other achievements will be outlined in detailed MOUs with partners. This will also apply to collecting water quality information.			
Data Source(s): From samples of water quality and table sampling			
Frequency and Timing of Data Acquisition: Annually, every April			
Estimated Cost of Data Acquisition: Minimal			
Responsible Individual at the Project: M& E Manager			
Data Quality Issues			
Date of Initial Data Quality Assessment: N/A			
Known Data Limitation and Significance: N/A			
Actions Taken or Planned to Address Data Limitations: N/A			
Date of Future Data Quality Assessment: N/A			
Procedure for Future Data Quality Assessment: N/A			
Plan for Data Analysis, Review & Reporting			
Data Analysis: Comparison with baseline and target, trends, etc			
Presentation of Data: Data will be presented in a table in PRICE quarterly and annual progress reports.			
Review of Data: N/A.			
Reporting of Data: PRICE quarterly and annual progress reports			
Other Notes			
Other Notes: The targets below are for each year and are not accumulative. Each year below represents a calendar year, although 2012/13 represents 13.5 months, covering the last full calendar year of PRICE and 1.5 months until contract end.			
Notes on Baseline or Targets: The baseline is zero			
Performance Indicator Values			
Year	Target	Actual	Notes
2008	0		
2009	0		
2010	7,500		
2011	7,500		
2012/13	7,500		Total number of individuals is 22,500
This Sheet Last Update on:			