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USAID/BANGLADESH: FEED THE FUTURE M&E SYSTEM DESIGN AND IMPLEMENTATION (FMSDI) PHASE I AND II

FINAL REPORT (APRIL 2, 2012 THROUGH APRIL 15, 2014)

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INTRODUCTION

On March 23, 2012 the “Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 1” Work Assignment 17 was approved with a April 2, 2012 – December 31, 2012 performance period. This Work Assignment’s purpose was to develop USAID/Bangladesh FTF M&E capacity. The USAID/Bangladesh FTF M&E System’s goal is to address USAID/Bangladesh’s performance monitoring requirements, inform program management and shape longer-term strategic direction. The M&E was to provide performance monitoring, data quality assessment, performance evaluation, impact evaluation and M&E capacity building services. This Work Assignment performance period was extended several times until final completion on March 31, 2013.

On May 6, 2013 the ““Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 1” Work Assignment was approved with an April 2, 2013 – December 31, 2013 performance period. This Work Assignment was extended once until final completion on April 15, 2014.

In addition to this Introduction the Final Report consists of:

ANNEX I: FMSDI Phase I Report (December 2012)

ANNEX II: FMSDI Phase II Report (April, 2014)

ANNEX III: Document and Training Material List

ANNEX IV: FMSDI Phase 1 Work Assignment

ANNEX V: FMSDI Phase 2 Work Assignment

FMSDI implementation benefitted from a high level of USAID/Bangladesh Economic Growth Office substantive involvement. In fact, the FMSDI Phase 1 team sat in USAID/Bangladesh office space and was assigned USAID e-mail addresses. This placement facilitated Mission-FMSDI communication and coordination and led to the FMSDI team providing ad hoc services that were demand driven if not necessarily in line with the FMSDI Phase I Work Assignment or submitted implementation plan. While the FMSDI Phase 2 team was not co-located with USAID/Bangladesh staff (due to space limitations) it still enjoyed a high degree of Mission supervision in the implementation of day to day tasks. The Phase I and Phase II reports explore the implications of this implementation arrangement.

The Document and Training Material List consolidates the extraordinary archive of analytical, training, on the job IP M&E capacity building, and data quality assessment materials produced by the FMSDI teams in close collaboration with the Mission. As they are in the Mission archives the document file names are provided to facilitate retrieval.

ANNEX I: FEED THE FUTURE MONITORING AND EVALUATION SYSTEM DESIGN AND IMPLEMENTATION PHASE I REPORT (DECEMBER 2012)

BACKGROUND

On March 22, 2012 USAID's Bureau for Food Security awarded Weidemann Associates Inc (WAI) a "Work Assignment (WA): Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 1 (FMSDI). The WA was issued under the RAISE PLUS IQC Agriculture Knowledge Program Support (AKPS) Task Order. The WA performance period was April 2 – December 31, 2012. The first six months of the performance period were planned for FTF M&E system design and initiation.

WAI mobilized a team of two M&E experts, a Team Leader and M&E Specialist. The team arrived in Bangladesh in May 20, 2012 and set up physical operations in USAID/Bangladesh. To facilitate efficient communications and delivery of products to the Mission, the FMSDI team was integrated into EG's Feed the Future (FTF) team and provided with office space and USAID email addresses. The team became an extended member of the Mission FTF team and attended weekly FTF meetings. Daily interaction within the EG office and with Mission support offices and other technical offices became an important part of FMSDI service provision. As a result of the integration, FMSDI work planning became more flexible and responsive to daily Mission requirements. The team functioned like USAID staff and was delegated work by EG team members, USAID's Bureau for Food Security (BFS), Mission Director, Program Office, and other Mission personnel on a daily basis.

The FMSDI Phase I Implementation Plan identified major tasks to be completed that included the development and finalization of the DO2 Performance Management Plan (PMP); preparation of quarterly reporting templates for standardized activity reporting; designing and instituting data quality control measures; developing checklists for assessing FTF indicators; aligning implementation partner (IP) monitoring and evaluation (M&E) plans with DO2 results framework; preparing trip reporting and evaluation tracking templates; preparing SOWs for evaluations; training and capacity building on M&E plans and evaluations; assessment of Mission and IP capacity and application of a web-based performance reporting system to enhance performance monitoring; and knowledge management. In addition, the team was also to provide logistics to a consultant to carry out a study assessing the implications of Bangladesh Integrated Household Survey (BIHS) and Bangladesh Demographic and Health Survey (BDHS) results for FTF performance monitoring and targeting.

During the implementation of Phase I work plan, the team received a large number of ad hoc performance monitoring and reporting tasks from the Mission. While the integration of the team within USAID office space enhanced the teams' visibility, it also created new challenges. For example, the team wasn't independent and team members were largely considered "USAID staff". So, responding to the ad hoc daily tasks prevented the team from implementing the agreed upon Implementation Plan. Despite these challenges, the team accomplished a lot of major tasks. This report discusses some of the tasks achieved during FMSDI phase I.

ASSESSMENT OF FMSDI TEAM ACCOMPLISHMENTS

To support learning and accountability, the team developed a performance monitoring and evaluation system that shows how FTF program activities contribute to changes in people's lives, typically by measuring changes in outputs, outcomes and impacts. The M&E system derives from the FTF conceptual and analytic results framework that depicts, in graphical form, the types of program components that are

expected to lead to benefits at household, community and national levels based on evidence regarding the key drivers of agricultural-led growth and improved nutrition. The team also standardized quarterly IP reporting and developed a protocol for capturing FTF data each quarter. This data is disaggregated and easily made accessible to respond to planning, performance, and reporting needs. The team conducted initial IP data quality reviews to determine whether existing data are insufficient or of poor quality. The M&E team developed a schedule for building the capacity of IPs in data collection, analysis and reporting. Below is a synopsis of the major tasks the team accomplished.

- **Development, Finalization of the DO2 PMP and Associated Annexes**

The team found a draft DO2 PMP in place and after thorough review found several indicators duplicated and not defined per FTF Handbook. Performance data and targets for FYs 2012-15 were also missing. In addition, the development hypothesis and critical assumptions underpinning the results framework needed revisions. The team prepared a memo on its findings and submitted the memo to the Mission.

Because of the shortcomings identified on the draft DO2 PMP, the team decided to prepare a new PMP with detailed and comprehensive performance indicator reference sheets with both zone of influence population-based indicators and FTF required indicators.

A set of FTF indicators were finalized. The PMP consists of 24 required indicators, of which 14 are “higher-level” indicators essential to telling the “big picture” story of FTF achievements in Bangladesh. The PMP also contains custom indicators for monitoring performance at IP level. Finally, among the FTF indicator set are 4 “whole-of-government” common indicators that will be used by USG agencies investing in food security to capture the total USG achievement on food security in Bangladesh. Planned DO2 PMP targets for key FTF activities included:

- ✓ Expand Fertilizer Deep Placement from 135,514 hectares to 2.0 million hectares mainly for rice.
- ✓ Incremental value of urea saved through FDP to reach \$5.5 million by 2015.
- ✓ Number of hectares under improved technology or management practices to increase from 84,629 to 2.1 million hectares.
- ✓ Increase sales of horticulture by US\$ 42.0 million.
- ✓ Expand improved aquaculture in 95,000 hectares of ponds, and \$200 million of aquaculture sales by 2015.

The team also did an extensive indicator target setting exercise and prepared three annexes containing DO2 performance data, consolidated list of all DO2 indicators, performance management task schedule, and evaluation list. The PMP was reviewed by the Program Office and submitted to Mission Director for approval. DO2 PMP was formally approved by the Mission Director on July 15, 2012.

- **Review of Implementing Partner M&E Plans**

A performance management plan (PMP) establishes guidelines for the collection of information that will be used to assess program or project progress and guide decision making. According to ADS requirements, all IPs must prepare project specific M&E for each activity for which they are responsible within one year and submit the M&E to USAID for approval. While the scope and scale of projects can differ substantially, quality standards for performance management planning are essentially universal.

According to USAID/B M&E Mission Order Number 203 of May 22, 2012, all Technical Offices must ensure that contractors, cooperating partners, and grant have a project M&E plan. The project M&E plan serves to measure progress towards planned results. The M&E team reviewed M&E plan for PRICE, AAPI, CSISA, World Fish, CIP/AVRDC horticulture program, and The National Food Policy Capacity Strengthening Program. The team reviewed these IP M&E plans to assess the quality of results statements; validate the development hypothesis; assess critical assumptions; verify manageable interests; review indicators and revise targets, as necessary; and identify the contributions of partners to FTF results.

The FMSDI team reviewed M&E plans and provided comprehensive written comments to IPs and requested for meetings to review these comments. Some of the issues identified were more serious and required a more concerted intervention by the project and/or Mission to address them. These included:

- Several M&E plans did not have results frameworks with strategic objectives and all intermediate results.
- The development hypothesis implicit in the strategy that conveys the cause and effect linkages between the intermediate results and SO was missing.
- There were no critical assumptions that must hold for the development hypothesis to lead to achieving the relevant development results.
- Performance indicators did not meet the indicator standards of direct, objective, useful for decision making, attributable to USAID intervention, practical, adequate, and disaggregated by gender.
- Disagreements between the project and USAID on how to define and measure FTF performance indicators according to standard FTF definitions.
- Confusion about how to measure an indicator.
- Lack of knowledge about how past values for an indicator were calculated.
- Confusion between baseline and target figures.

The results of the review were formalized in a memorandum to the project files and a copy send to IPs. Documentation of the changes on IP M&E plans included a brief discussion of the reason for the change, alignment of the plan with DO2, revising definition of indicators to be consistent with FTF requirement, and review and updating of final indicator values for baseline and targets. The team also held meetings with IPs to resolve issues identified. The IPs were asked to submit M&E plans incorporating these comments for review and approval.

The FMSDI team developed a tracker for monitoring IP M&E plan submission, revision and finalization. The tracker is a useful tool for supporting reliable data collection by defining indicators, sources, and methods of data collection as well as by prescribing the frequency and schedule of data collection and assigning responsibilities for data collection. Clearly spelling these data issues out increases the likelihood that the project will collect comparable data over time.

- **Quarterly Indicator Data Tracker**

In order to manage for results, IPs are to regularly collect and analyze performance data to see if it is valid, reliable, and timely. The data is subsequently submitted to USAID for reporting. Poor quality data could lead to incorrect decisions. The EG team does and continues to take steps to understand the appropriateness and use of performance data, understand their limitations, and correct these limitations where feasible.

With the advent of the Government Performance Results Act and the need to prepare the Performance and Accountability Report, the public and US Congress is increasingly taking a more result-oriented and cost-effective review of USAID programs and activities. Demonstrating effective performance and sustainable program impacts will help to justify programs and costs. Since demonstrating performance depends on the quality of performance data, it was imperative that M&E team regularly reviewed IP data collection methods and tools. During the review of the data, we identified data problems and errors that have the potential of affecting conclusions about the extent to which FTF performance objectives were achieved. After thorough review of the data, the team developed a tracker for tracking the data from all IPs. This was a major deliverable for the FMSDI team and required substantial amount of work and effort.

The tracker contains communication between FMSDI M&E team and IPs, original data sources, performance indicator reference sheets duly signed by IP COP, data collection methods, data quality issues and is linked to DO2 performance data table. It is a useful tool for responding to periodic data audits. It is flexible and should be updated every quarter.

- **Planning for Data Quality Assessments**

The FMSDI team began planning for DO2 DQAs in July 2012. During this initial planning meeting, it was agreed the team will meet with FTF implementing partners at their headquarters office in Dhaka and review their data systems at the central level. We discussed at length each of the FTF key indicators selected by the Mission for reporting, including data collection methodologies and related issues and the purpose/utility of collecting each indicators, and agreed on which projects we will conduct the DQA.

In reviewing the selected FTF indicators, the team agreed to gather information focusing on the following:

- Indicator definition
- Unit of measure
- Level(s) of disaggregation
- Data collection methodology
- Timing (frequency) of data collection
- Estimated cost of data collection
- Person(s) responsible for data collection
- Known data limitations and the significance
- Actions taken or planned to address data limitations
- Methods of data analysis
- Presentation of the data
- Location of data storage
- Baseline data collection
- Performance targets and results

The selection of field sites depended on the FTF partner and the location of the activity in FTF ZOI. The FMSDI team felt that the selection of the field sites to be visited should be determined by the DQA team in consultation with the IP. For activities that are implemented in several districts, the approach was to use a sampling plan to determine sites for the DQA, using the list of indicators, and stratifying by location.

Upon suggestion by the Program Office the DQA team agreed to use the Mission prepared DQA

checklist. The checklist contains the five key quality standards as articulated in TIPs Number 18 (2010) on conducting data quality assessments.

The DQA team selected the seven FTF required output and outcome indicators for detailed review. In addition we agreed to include for each partner a short narrative that describes the partner's overall data quality systems, including its management information systems, quarterly and annual reporting of performance indicators to USAID, presence of written procedures for data handling, and training of its staff and sub-grantees on M&E plans and data quality management. The DQA report was to include suggestions for improving data collection, storage, analysis and reporting, including any suggestions to better consider gender issues, as appropriate. The DQA did not happen because the Mission postponed the exercise. Nonetheless, in early December DQA data was collected for the AAPI project. By the time of writing this report, the data had not been analyzed.

- **Preparation of FY 2012 FTFMS and PPR**

The M&E team focused its resources from mid-October to mid-December on the preparation of two critical documents: the FYs 2012 Feed the Future Monitoring System (FTFMS) and Performance Plan and Report (PPR). FTFMS collects and stores information at the implementing mechanism level for all USAID Missions receiving agriculture and nutrition funds. USAID/Bangladesh is an FTF Focus Country. The FTFMS is a large database that collects data from 58 FTF indicators. The system contains two kinds of indicators, zone of influence population-based indicators and IP specific indicators that are designated as "Required if Applicable" and "Standard FTF indicators". The indicators have several disaggregates.

The Performance Plan and Report (PPR) is an annual data call for performance information to all USAID Missions and reflect the successes and challenges of U.S. foreign assistance. PPR is used to (1) meet statutory requirements and management needs in compliance with the Government Performance and Results Act (GPRA) Modernization Act of 2010 and other external reports; and (2) understand, assess, and manage performance of foreign assistance activities at all levels, including performance related to Presidential Initiatives and other priority issues. The PPR is a key component of the Integrated Strategic Planning, Budgeting, Program and Performance Management Framework, and reports performance against Mission Objectives identified through Country Development Cooperation Strategy (CDCS) processes. It is an internal, sensitive but unclassified (SBU), USG-only product.

The PPR collects data on both Standard and Custom Performance Indicators that adequately portray outcomes and link to approved strategic plans and/or active results frameworks. PPR collects and reports results realized during FY 2012, regardless of the appropriation year of the funds used to support the results. In addition, targets are set through FY 2015, including out-year targets for continuing programs, even in instances when no funds were expended in FY 2012 or when there is a change in IPs. Preparing FTFMS and PPR requires intensive work.

The team began collating data for FTFMS and PPR in October by developing two data collection templates for FTFMS and PPR. Two separate templates were necessary because FTFMS collects data at the FTF ZOI while PPR collects data from FTF ZOI and non FTZ zones. We submitted the templates to IPs and asked that they populate them. We followed with several emails and phone calls to ensure that IPs understands what is required and that they are populating the templates correctly. While we gave IPs strict deadlines to populate and submit the template, none submitted the data on time. This complicated our analysis of the data and disrupted the FTFMS and PPR timeline. It also under cut the period the team had allocated for finalizing both documents. This made the team to work over drive to ensure we meet Program Office deadlines.

The FTF IPs submitted data that had gaps and failed to follow the FTF indicator definition and disaggregates. For example, for both FTFMS and PPR, reporting of disaggregates is required for

“Required if Applicable” indicators. In particular, sex disaggregation is a crucial part of both FTF and PPR reporting and this information is required from all IPs. The FTFMS and FACTS Info databases have no default option to enter “disaggregates not available.” But almost all IPs did to disaggregate data as required and this information had to be requested specifically. In addition, both FTFMS and PPR require deviation narratives for FY12 results that are 10% above or below target. Baseline values and out-year targets for FYs 2013-15 are required including narrative justifying the targets. This information was missing from several IPs and the team had to find a way to get the information to be able to complete the FTFMS and PPR. The FMSDI team sent more than 30 email requests from the M&E team to IPs asking for additional data.

The Mission review of the FTFMS and PPR lead to more work as we responded to issues identified by reviewers. The team worked long hours and over the weekend to deliver the reports. After the approval of the draft FTFMS and PPR report by Program Office and Mission director, the team entered the data into the FTFMS and PPR databases. Entering the data into the two databases is a laborious and time consuming exercise. The exercise was completed with minimal hitches and the Mission successfully submitted the FTFMS data on November 30 and PPR on December 13, to USAID/W.

- **Development of Standardized Quarterly Reporting Template**

The ME team found that the EG team receives several quarterly reports that were of varying quality and length and presented information that we felt was not useful for making management decisions about the programs. And since quarterly reporting is an important tool for managing for results, the team decided to develop a standardized tool for reporting. The Quarterly and Annual Reports are the contractually required means of officially communicating between the award recipient (contract, grantee, or cooperative agreement holder) and the Contracting Officer Representative (COR) or Assistance Officer Representative (AOR) who holds the responsibility on behalf of the U.S. government for the performance of U.S. government procurement for goods or services. We felt that a well-developed Quarterly or Annual Report forms could expedite and make more accurate this process.

A Quarterly Report is a management tool, a monitoring tool, and a planning tool; it is not simply a document reporting on completed past activities. It outlines recent accomplishments, and progress made on project M&E indicators as a way to see if things are on-track for achieving annual targets and identifies challenges that arose since the previous report and proposes ways to resolve them or ask for AOR/COR assistance. The team therefore prepared a quarterly reporting template and submitted it to the team.

- **M&E Capacity Building**

As part of capacity building efforts for both USAID and IP staffs, the M&E team decided to conduct an M&E training workshop. The workshop was scheduled for September 16-20 in Dhaka but was subsequently postponed indefinitely by the Mission. The workshop was designed to provide FTF IPs with tools and practical resources for the most critical aspect of managing FTF results - developing and implementing project M&E plans. The workshop was to emphasize a practical, interactive approach and use project M&E case studies and analyses of actual situations. Using a case study that is provided, participants were to develop a comprehensive project M&E plan, step by step, during the course of the workshop. The team spent time planning for the training but as noted earlier the workshop didn't happen.

- **Ad Hoc Tasks**

As noted above, there was no clear demarcation between the FMSDI team and USAID Mission staff. FMSDI initially believed that the team was engaged to provide neutral M&E expertise to the Mission.

The moment team was placed in the Mission that distinction disappeared. Consequently we were considered as normal mission staff and received numerous ad hoc tasks with only a few hours turn around. A review of emails delegating work to the team demonstrates that the team was getting work instructions on a daily basis and this complicated implementation of our work plan as negotiated and agreed with the Mission at the inception of the FMSDI.

The ad hoc tasks included preparing FTF activity summaries, Fact Sheets, environmental compliance data, talking points for VIP visits, filing system, responding to BFS requests, review of documents, etc. They were so many tasks assigned, and in such quick sequence, that team frequently lost track of what was due, when. The team also received several tasks directly from the Mission Director and Program Office.

- **Other Key Tasks**

Other key tasks the team accomplished included providing logistical support to two consultants who completed two specific analyses. The first analysis was carried out in June-July 2012 to assess the implications of Bangladesh Integrated Household Survey (BIHS) and Bangladesh Demographic and Health Survey (BDHS) results for FTF performance monitoring and targeting. The analysis addressed questions such as: How can these two wide-scale surveys best be used to support FTF program M&E? Now that these surveys have provided baselines, what targets are appropriate for indicators that apply to the 28 million-person Zone of Influence (ZOI)?

A review of a web application Performance Reporting System (PRS) for enhancing FTF performance monitoring and reporting was undertaken in July 2012. This analysis provided a framework for design of a web-based performance monitoring and reporting platform with functionality that can automatically upload implementing partner (IP) performance M&E data and generate analytical reports. It recommended a web-based performance reporting system, to enhance accuracy and consistency in reporting and performance management. It conducted a simplified Behavior, Attitudes and Practice (BAP) analysis of Mission and IP staff and identified the need for significant M&E capacity building prior to introduction, to the IPs, of any web based performance reporting system, including FTFMS.

The team also worked with Office of Food, Disaster and Humanitarian Assistance on MYAPs M&E issues. We analyzed MYAP data and collated it for PPR reporting. The team also assisted in developing two performance evaluation SOWs, completed evaluation recommendation template, conducted on the job Mission and IP staff training in M&E development, prepared indicator checklist templates, assisted in preparing evaluation lists for FY 2013-15, prepared a report of local agency capacity to contribute to FTF M&E, provided input into field trip reporting tool development and commented on several project design documents and other mission reporting documents.

WAY FORWARD

The FMSDI team elevated FTF M&E to high level within the Mission and M&E is now very conspicuous. Mission staff have learned a lot from the team and did appreciate several times the tremendous effort the team put to develop a well-functioning FTF M&E system that is demonstrating effective performance and how sustainable program impacts can help to justify USAID/Bangladesh programs and costs.

The work the team achieved on PMP and FTF reporting will contribute to the effectiveness of the performance monitoring system in the Mission by assuring that comparable data is collected on a regular and timely basis. Using the PMP to sufficiently document indicator definitions, sources, and methods of

data collection increases the likelihood that IPs will collect comparable data over time - even when key personnel change.

The new team taking over from FMSDI phase I will need to carefully negotiate with the Mission a work plan that can be achieved in five months and put safeguards to ensure that the team is not distracted from its path. The incoming team should focus on the following tasks (not in any order);

1. Conduct data quality assessment. DQA for all FTF indicators need to be conducted and the team should give this task a high priority. Based on these analyses, the M&E team should develop a capacity plan of IPs in data collection, analysis and reporting. In December initial DQA field work for AAPI project was done but by the time of writing this report, the data had not been analyzed.
2. Revise DO2 PMP. The DO2 PMP approved by the Mission Director in July 15, 2012 requires revisions because additional indicators have been added and others dropped. The indicators also need to be disaggregated as per FTFMS and PPR requirements and out-targets set for FY 2013-16. The team should work closely with Program Office M&E team during the revisions and seek approval for the revised PMP from the Mission Director.
3. Finalize in conjunction with Program Office the review and approval of IP M&E plans. FMSDI phase I team provided comments on all partner M&E plans and asked IPs to submit revised plans for final review and approval.
4. Assist new projects with preparation of M&E plans and approval process. FMSDI team did initiate the process of preparing M&E plan for Agricultural Inputs Project implemented by CNFA. The incoming team should continue working with CNFA and other newly awarded projects to prepare and approve their M&E plans.
5. The M&E training that was scheduled for September 2012 but postponed indefinitely should be conducted in FY 2013. The training should focus on standardizing reporting and address the data issues identified by FMSDI phase I team.
6. The quarterly tracker should be revised. Currently we use Excel to aggregate data from different sources and this process results in numerous errors and is time consuming because every data set entered into excel must be reviewed manually to weed out errors. A more robust system for data management must be developed urgently and both IP and Mission staff trained on how to use the system.
7. A web-based performance reporting system (PRS) will ameliorate several data quality issues that FMSDI phase I team confronted daily. Since the FTF data from IPs it not web-based with validation controls, transcription errors frequent. The M&E team spent considerable time working closely with the Mission Director to address some of the issues but the most appropriate approach it to use technology. There is already technology for addressing these data problems and the Mission should be convinced to invest in PRS.

8. Assist the Office of Food, Disaster and Humanitarian Assistance to address several data quality issues with MYAPs.
9. Evaluations. The team should conduct at a minimum one evaluation.

CONCLUSION

This report attempts to convey the extraordinary effort and time the FMSDI phase I team, in collaboration with the DO2 M&E team, put into this project. There are many other tasks that were accomplished by the team but were left out of the report. Needless to say the team was committed to the goals and objectives of the project and received excellent support from the Mission.

The team brought varying experiences to the project: one member had never worked nor lived in Bangladesh while the other member, with Bangladesh field experience, had never worked for USAID or USAID-funded project. The team faced consistent constraints throughout such as interruptions, inconsistent directives, lack of clear directions and guidelines, prohibitions on dealing directly with IPs without USAID approval, untimely feedback on deliverables, etc.. Despite the many odds, the team focused on its mission and is proud to leave behind a well-functioning and efficient M&E system intended to inform partners and stakeholders about the FTF and how the mission translates FTF principles into measurable action on the ground in Bangladesh.

ANNEX II: FEED THE FUTURE MONITORING AND EVALUATION SYSTEM DESIGN AND IMPLEMENTATION PHASE II REPORT (APRIL 2014)

BACKGROUND:

Feed the Future (FTF) is a USG Presidential initiative for global hunger and food security that supports country-driven approaches to address hunger and poverty. The FTF initiative has developed a comprehensive approach to Monitoring and Evaluation (M&E) that is "committed to rigorous monitoring and evaluation of FTF investments in order to track progress and facilitate results-driven planning and performance-based management"(2). The initiative seeks to adhere to rigorous data gathering methodologies in order to increase USAID accountability both internally and externally for achieved results. The goal is to assess and learn what investments FTF is buying, and determine if these investments are producing the intended results. FTF is also committed to sharing performance information externally, with development stakeholders and the general public, potentially through the Feed-the-Future website (www.feedthefuture.gov) or the new Foreign Assistance Dashboard (www.foreignassistance.gov).

USAID Bangladesh is one of 19 FTF focus missions. As a focus mission it has a large agriculture and nutrition budget and portfolio. This portfolio is directed by two guiding strategies, a 2011-2016 Country Development Cooperation Strategy (CDCS) and a 2010-2015 Feed the Future Multi-year Strategy (MYS). The Mission finalized its M&E Mission Order effective May, 2012 and its Development Objective 2 (DO2) PMP, which provides the structure for FTF M&E, in July 2012. The Mission's DO2 PMP is currently being updated.

The purpose of the Feed the Future System Design and Initiation (FMSDI) project is to build the capacity of the USAID Mission in Bangladesh, build the capacity of the USAID Implementing Partners (IPs) and assist all personnel working on FTF projects to build an M&E system that fulfills the rigorous FTF guidelines to facilitate improved accountability. The M&E methodology imposed by the FTF initiative has been challenging for many missions and Implementing Partners (IP). Although many IPs have been engaged in performance management for a long time they are only now beginning to fully embrace the FTF M&E system. This is partly due to the fact that FTF has a large number of standardized indicators that have been undergoing changes up to October of 2013. The eventual goal for utilizing the FTF M&E system is to improve the level of measurement and analysis in Bangladesh by improving the rigor and standardization in the M&E system. This goal remains a work in progress with much work left to be accomplished.

This report's purpose is to document the tasks that have been performed by the FMSDI team and to discuss a way forward to help the Mission and its IPs fully embrace the FTF M&E system with its potential for performance management. The FMSDI contract was performed in 2 major phases with several extensions. The first phase began in March 2012 and was initially scheduled to end in December 2012. The first phase was extended several times and eventually concluded in April 2013 and the second phase began in May 2013 and was scheduled to end in December 2013. The second phase was extended to April 2014.

FMSDI PHASE II TASKS

The primary focus of the second phase of FMSDI were the DQAs that were performed for the PRICE, CSISA, Horticulture and Aquaculture projects. Also during this period there was a “mock audit” performed on two indicators reported by the AAPI project. Phase II of the FMSDI implementation was hampered by persistent political unrest. Many tasks had to be rescheduled multiple times to accommodate for the unrest in Dhaka and the outlying areas. Below is a list of tasks accomplished by the FMSDI team during phase II of implementation.

The tasks performed during Phase II of FMSDI including the DQAs are:

- An approach was developed to assess project impact utilizing an Economic Rate of Return (ERR) methodology;
- A draft paper was submitted to the Mission to assist in the target setting of selected indicators;
- SOWs were drafted for the final evaluation of PRICE and the SOW for AAPI was updated;
- The team assisted the Mission in developing an approval process for project PMPs (start with Results framework, select indicators then develop M&E plan and corresponding PIRs for the approved indicators);
- The team submitted ideas for a Seal of Quality for the Agricultural Inputs project along with a short paper assessing the status of Agricultural Inputs in Bangladesh including adulteration issues;
- Continued with on the job training with IPs assisting them with their M&E plans;
- As in 2012, FMSDI assisted the Mission with aggregation of data for the 2013 PPR;
- Training was conducted for Implementing Partners in May 2013 and December 2013 to cover DQAs, Performance Management and FTF Indicator Issues;
- Four DQAs were conducted for PRICE, CSISA, Aquaculture and Horticulture projects;

GENERAL OBSERVATIONS

Bangladesh has a large FTF budget with a large number of projects in its FTF portfolio. The implementation of the new FTF M&E system with standardized indicators, which is still undergoing changes, has been challenging for FTF IPs. This has called for an intense effort at building the capacity of both mission staff and IPs so that M&E becomes integrated into the day to day management of activities and moves beyond a reporting function into performance management. This goal has yet to be reached.

Some of the projects in the FTF portfolio in Bangladesh were not preceded by a sector analysis, Value Chain studies or SWOT analysis (Strengths Weaknesses, Opportunities and Threats). As a result the projects do not have robust designs. For example there is no evidence of a study done on the agricultural inputs sector prior to the design of the project. The same holds true for the agricultural extension and the value chain projects. Thorough sector analysis is essential to project design. Having solid project designs with clear knowledge of sector constraints and challenges, contributes to the design of the project which results in solid M&E plans and systems with strong causality, reachable targets, and well thought out indicators.

Many of the projects have very large targets which has an effect on the quality of the M&E data as the project ramps up with activities to generate numbers that fulfill these targets. Projects with large targets are overly focused on generating results many times at the expense of rigorous monitoring systems. Hence the data reported by projects such as CSISA and AAPI is not very robust.

IFPRI conducted a baseline survey in 2012 of many impact level indicators. There does not appear to be very much discussion within the Mission or amongst IPs about this survey which misses an opportunity for learning and measuring the effectiveness of the various FTF projects.

WAY FORWARD

FMSDI submitted a final report covering the issues discovered during the DQA process so these issues will be discussed very briefly here in order to avoid redundancy. A full report was generated from the DQAs with lessons learned which was made available to the ACME team.

- One of the main suggestions in the DQA report is the need for the Mission and ACME to develop a DQA strategy and to implement this through the course of the year.
- The ACME project will be more productive if they are allowed to schedule and coordinate directly with IP on the projects. This can be done while still communicating with appropriate Mission staff and keeping them in the loop.
- Many projects have M&E plans with weak causality in their results frameworks. Some of these should be revisited, objectives rewritten and M&E plans developed that will help insure that a project fulfills its intended objective
- Many overlapping projects are operating in the FTF ZOI. This will make it very difficult to assign attribution to some of the impacts. Also as pointed out in the FMSDI report authored by Dr. Clements the trend line for Bangladesh needs to be taken in to consideration when looking at overall impacts. Attribution will likely remain elusive. Standardized beneficiary IDs (such as voter registration numbers) will help the Mission learn the degree of overlap and hence attribution when assessing impact. This should be explored by ACME.
- Many IPs lack a formalized methodology of documenting Q/C and data validations. The IP should produce a dated memo to the files for the indicator validated with a list of those beneficiaries that were checked.
- The IFPRI baseline should have more visibility in the Mission and be discussed more frequently to help track progress to various targets.
- AAPI is an important project in the DO2 portfolio that reports large numbers of beneficiaries. During the audit of two indicators reported by this project the team found that AAPI deviated from the FTF methodology and utilized block surveys to gather their project data. Block surveys are not actual surveys but rather reports developed by Department of Agriculture Extension (DAE) personnel responsible for that block. We recommend that the AAPI project conduct actual surveys for the reporting of the FTF indicators.
- Most of the IPs are utilizing subcontractors in the implementation of their projects. An effort needs to be made to get out to these subcontractors to train their staff members who are gathering data reported by the projects to USAID to insure that this data meets USAID's criteria for rigor as outlined in the DQA process (validity, reliability, timeliness, precision, integrity).
- The Mission should enact a more formal feedback process for DQAs. Providing the IP with a document that lists any issues uncovered during the DQA, recommendations for resolving and a timeframe for resolving them is suggested.
- The ACME project should work with the Mission to develop a plan for updating M&E plans and building IP capacity. This includes communication methods for informing the Mission of ACME activities. The ACME project should be allowed to work directly with the IPs to improve the

M&E systems. This means after initial introductions (perhaps an introductory memo) setting appointments and travelling to IP project sites and communicating with IPs via Email. The appropriate Mission personnel can then be copied in on all communications.

ANNEX III: DOCUMENT AND TRAINING MATERIALS LIST

GENERAL DOCUMENTS

1. Document Title: **Draft Final Performance Evaluation of Accelerating Agriculture Productivity Improvement (AAPI) project**
 - a. Date: November 2013
 - b. Filename: AAPI Performance Evaluation Draft SOW.docx (11/3/2013)
2. Document Title: **Impact Evaluation for AAPI - Development Hypotheses**
 - a. Date: April 28, 2013
 - b. Filename: AAPI Dev Hypothesis memo final.docx (4/28/2013)
3. Document Title: **FMSDI Phase I Implementation Plan - AAPI RF Feedback**
 - a. Date: February 19, 2013
 - b. Filename: AAPI RF and IR suggestions and comments.docx (2/21/2013)
4. Document Title: **Ideas for the Seal of Quality for Seed and Fertilizer for the Agricultural Input Program**
 - a. Date: June 19, 2013
 - b. Filename: AIP Seal of Quality final draft.docx (6/19/2013)
5. Document Title: **International Food Policy Research Institute (IFPRI) Bangladesh Integrated Household Survey (BIHS) and National Institute for Population Research and Training (NIPORT) Bangladesh Demographic and Health Survey (BDHS): Survey Results and Implications for Feed the Future (FTF) Planning and Performance Monitoring**
 - a. Date: August 13, 2012
 - b. Filename: clements - BHS and BDHS_Implications for FTF Bangladesh (4).docx (3/19/2013)
6. Document Title: **Schedule of Activities/Deliverables**
 - a. Date: June 22, 2013
 - b. Filename: Bangladesh - Activities June-July.docx (6/22/2013)
7. Document Title: **Work Assignment approaches for PMPs, Training and DQAs**
 - a. Date: February 3, 2013
 - b. Filename: Bangladesh Approach memo.docx (2/3/2013)
8. Document Title: **Meeting Summary for DQA Schedule, scheduling activities through August 2013**
 - a. Date: June 16, 2013
 - b. Filename: Bangladesh DQA Task Schedule Memo final.docx (6/17/2013)
9. Document Title: **Agricultural Inputs in Bangladesh**
 - a. Date: September 12, 2013
 - b. Filename: Bangladesh_Agricultural_Inputs_Sept_14 fnl.docx (9/11/2013)
10. Document Title: **USAID/Bangladesh Target Setting Discussion**
 - a. Date: February 19, 2013
 - b. Filename: Bangladesh Target Setting SOROKO Phillips.docx (2/20/2013)

11. Document Title: **Economic Growth Office Cereal Systems Initiative for South Asia In Bangladesh Final Evaluation Statement of Work**
 - a. Date: Undated
 - b. Filename: CSISA Evaluation SOW draft.docx (10/23/2012)
12. Document Title: **Measuring the Impact of Technological Change in Bangladesh Under the Accelerating Agricultural Productivity Increase (AAPi): An Economic Rate of Return (ERR) Approach**
 - a. Date: Undated
 - b. Filename: Economic Surplus paper - Ver 3.docx (2/12/2014)
13. Document Title: **Potential Use of the Economic Surplus Methodology (ESM) For Economic Growth Projects**
 - a. Date: Undated
 - b. Filename: Economic Surplus the Way Forward.docx (1/26/2014)
14. Document Title: **No Document Title**
 - a. Date: Undated
 - b. Filename: Final Report_FMSDI Phase 1 and 2 details.docx (2/12/2014)
15. Document Title: **Feed the Future Monitoring and Evaluation System Design and Initiation (FMSDI), Phase I: Six Month Implementation Plan**
 - a. Date: Undated
 - b. Filename: FMSDI 6 Month Implementation Plan.xlsx (2/12/2014)
16. Document Title: **FMSDI Phase I Implementation Plan**
 - a. Date: Undated
 - b. Filename: FMSDI Implementation Plan Cover Memo.doc (2/12/2014)
17. Document Title: **FINAL FMSDI PHASE I TRIP REPORT**
 - a. Date: December 2012
 - b. Filename: FMSDI Phase 1 FINAL TRIP REPORT.docx (2/12/2014)
18. Document Title: **Feed the Future (FTF) Performance Management in Bangladesh**
 - a. Date: November 5, 2012
 - b. Filename: FTF M&E Bangladesh Memo JP.docx (11/4/2012)
19. Document Title: **Analysis of Monitoring and Evaluation Capacity, and Suggestions for Enhanced Feed the Future Performance Monitoring and Reporting**
 - a. Date: October 2012
 - b. Filename: FTF M&E Capacity analysis-Final Report.pdf (2/12/2014)
 - c. Work Plan: Analysis of Performance Reporting System Software and Training Requirements (June 2012)
20. Document Title: **Indicator Issues**
 - a. Date: Undated
 - b. Filename: Indicator Issues memo.docx (5/5/2013)
21. Document Title: **Knowing, Sharing, Learning: Structuring a Simple Process of Information Gathering and Sharing to Improve Hunger and Poverty Alleviation Investment Management**
 - a. Date: Undated
 - b. Filename: Knowing Sharing learning Soroko JP Comments.docx (3/25/2013)
22. Document Title: **FY 2013 FTF Aggregated FTFMS/PPR Numbers**
 - a. Date: November 11, 2013

- b. Filename: Master Sheet FTFMS aggregated data 11-12-13 JPKH.xlsx (11/12/2013) (Excel)
- 23. Document Title: **Meeting Summary FMSDI Closeout**
 - a. Date: November 6, 2013
 - b. Filename: Meeting Summary FMSDI closeout.docx (11/6/2013)
- 24. Document Title: **Statement of Work Final Performance Evaluation Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE)**
 - a. Date: Undated
 - b. Filename: PRICE Evaluation Draft SOW final draft.docx (2/25/2013)
- 25. Document Title: **SOW for Fertilizer and Seed Sector Analysis**
 - a. Date: June 23, 2013
 - b. Filename: SOW for Seed and Fertilizer final.docx (6/23/2013)
- 26. Document Title: Training Report
 - a. Date: November 19, 2012
 - b. Filename: Training Report (1/23/2013)
- 27. Document Title: **2013 Data Quality Assessment: Lessons Observed and Recommendations for Future Data Quality Assessments**
 - a. Date: December 20, 2013
 - b. Filename: USAID Bangladesh DQA Lessons and Recommendations.docx (1/26/2014)
- 28. Document Title: **Agricultural Value Chains: Impact Evaluation Considerations Emanating from the USAID/Rwanda Integrated Livelihood program Impact Evaluation Baseline Experience**
 - a. Date: Undated
 - b. Filename: Value Chain Impact Evaluation_Lessons Observed from Rwanda.docx (2/12/2014)
- 29. Document Title: **Double Counting and the Gross Margin and Hectares Under Improved Cultivation Indicators in Bangladesh White Paper**
 - a. Date: March 17, 2014
 - b. Filename: White Paper - Gross Margin and Hectares indicators.docx
- 30. Document Title: **Agricultural Technology and Gross Margin - Feed the Future, Sample Survey Template**
 - a. Date: March 9, 2014
 - b. Filename: Indicator Survey Template 3-9-14.pdf
- 31. Document Title: **Reviewing and Updating the Development Objective 2 Performance Management Plan**
 - a. April 2014
 - b. USAID BD DO2 PMP Update Matrix.docx

TRAINING AGENDAS/PRESENTATIONS

- 1. Filename: 11_13_13 Bangladesh FTF Indicator Brownbag Presentation v3.pptx
- 2. Filename: Bangladesh DQA May 2_2013_Final.pptx
- 3. Filename: Bangladesh Indicators May 2 2013 final.pptx
- 4. Filename: Bangladesh Perf Mgt May 2 2013.pptx
- 5. Filename: DQA Findings II.pptx
- 6. Document Title: **FMSDI Training Memo**
 - a. Date: May 4, 2013

- b. Filename: FTF M&E Workshop Agenda May 2013.docx
- 7. Document Title: **USAID Feed the Future (FTF) Monitoring and Evaluation Workshop**
 - a. Date: December 2, 2013
 - b. Filename: FTF Workshop Agenda Dec 2-13.docx
- 8. Filename: Indicator Guidelines I.pptx
- 9. Document Title: **Report on December 2, 2013 training**
 - a. Date: December 3, 2013
 - b. Filename: Report on M&E Workshop Dec -2nd 2013.docx

PMPS REVIEWED (many of these have been updated since FMSDI provided feedback)

- 1. Document Title: Accelerating Agriculture Productivity Improvement (AAPI) M&E Plan
 - a. Date: September 17, 2012
 - b. Filename: AAPI Final Revised ME Plan with some comments-9-17-12.docx
- 2. Document Title: The National Food Policy Capacity Strengthening Programme NFPCSP M&E Plan
 - a. Date: October 29, 2012
 - b. Filename: NFPCSP PMP draft.docx
- 3. Document Title: AIN Project PMP
 - a. Date: September 24, 2012
 - b. Filename: Draft ME Plan_FtF Aquaculture_WFC_v5_Latest.docx
- 4. Document Title: CSISA M&E Plan
 - a. Date: September 23, 2013
 - b. Filename: CSISA M&E Plan-PRO comments-9-3-13.docx
- 5. Document Title: **COLD CHAIN BANGLADESH ALLIANCE (CCBA) MONITORING AND EVALUATION (M&E) PLAN**
 - a. Date: March 5, 2014
 - b. Filename: ME PLAN CCBA - revised 30102013 (4).docx
- 6. Document Title: Ag Extension Draft M&E Plan
 - a. Date: January 30, 2014
 - b. Filename: Ag Extension Draft ME Plan - 23 Jan'14 JP Comments
- 7. Document Title: Horticulture Project PMP
 - a. Date: October 22, 2013
 - b. Filename: 6_Horticulture Project -M&E plan (OMO) latest.docx
- 8. Document Title: PRSSP PMP
 - a. Date: June 24, 2013
 - b. Filename: IFPRI-PRSSP_PMP_Draft_8 June 2013 comments.docx
- 9. Document Title: PROSHARE PMP
 - a. Date: July 3, 2012
 - b. Filename: PROSHARE PMP Soroko Comments.pdf
- 10. Document Title: Cold Chain (CCBA) Results Framework
 - a. Date: March 10, 2014
 - b. Filename: CCBA Result Framework 10032014 jp.docx

DQA DOCUMENTATION

- 1. AAPI-DQA_-_Checklist_A_hectares_hectares_final-USAID_comments-1.docx

2. AAPI Meeting Notes mock audit.docx
3. Document Title: **Aquaculture Income and Nutrition (AIN) Project, Contract #EEM-G-00-000133-00, Data Quality Assessment (DQA)**
 - a. Date: October 28, 2013
 - b. Filename: USAID_Bd_AIN DQA Cover Memo 11_02_2013.docx
4. AIN Checklists
 - a. AIN DQA Checklist A Farmers Applying 11-1.docx
 - b. AIN DQA Checklist A Gross Margin 11-1.docx
 - c. AIN DQA Checklist A Hectares 11-1.docx
 - d. AIN DQA Checklist A Households Benefitting 11-1.docx
 - e. AIN DQA Checklist A Jobs 11-1.docx
 - f. AIN DQA Checklist A Yields 11-1.docx
 - g. AIN DQA Checklist B Training 11-1.docx
5. Appendix I Data Flow and Methodology_AIN.docx
6. Appendix II Communications_AIN.docx
7. Appendix III Supporting documents
8. Document Title: **Cereal Systems Initiative for South Asia in Bangladesh (CSISA) Project Contract #DRPC 2010-66: Data Quality Assessment (DQA)**
 - a. Date: November 1, 2013
 - b. Filename: USAID_CSISA DQA Cover memo 11-2-2013.docx
9. CSISA Checklists
 - a. CSISA DQA Checklist B Long Term Training fnl.docx
 - b. CSISA DQA Checklist B Rural Households fnl.docx
 - c. CSISA DQA Checklist B Short Term Training fnl.docx
 - d. CSISA DQA Checklist B Gross Margin fnl.docx
 - e. CSISA DQA Checklist B Hectares fnl.docx
 - f. CSISA DQA Checklist B Number of Farmers fnl.docx
10. Appendix I CSISA Data Flow and Methodologies.docx
11. Appendix II CSISA Communications.docx
12. Appendix III Supporting Documents
13. Document Title: **Improving Incomes, Nutrition, and Health in Bangladesh through Potato, Sweet Potato, and Vegetables (Horticulture) Project (Award number EEM-G-00-04-00013-00):Data Quality Assessment (DQA)**
 - a. Date: October 17, 2013
 - b. Filename: USAID_Horticulture DQA Cover Memo 10-15-2013.docx
14. Horticulture Checklists
 - a. CIP DQA Checklist Children Under 5 final edit.docx
 - b. CIP DQA Checklist Farmers Applying final edited.docx
 - c. CIP DQA Checklist Gross Margin final.docx
 - d. CIP DQA Checklist Hectares final edit.docx
 - e. CIP DQA Checklist Households Benefitting final edited.docx
 - f. CIP DQA Checklist Incremental Sales final.docx
 - g. CIP DQA Checklist Individuals Trained final edit.docx
15. Appendix I Horticulture Data Flow and Methodologies.docx

16. Appendix II Horticulture Communications.docx
17. Appendix III Supporting Documents
18. Document Title: **Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE) Project Contract #EEM-G-00-04000013-00: Data Quality Assessment (DQA)**
 - a. Date: October 10, 2013
 - b. Filename: USAID_PRICE DQA Cover memo 11-06-2013.docx
19. PRICE Checklists
 - a. PRICE DQA Checklist A Incremental sales final edited.docx
 - b. PRICE DQA Checklist A Investment FTF leveraged.docx
 - c. PRICE DQA Checklist A Investment final edited.docx
 - d. PRICE DQA Checklist A Jobs.docx
 - e. PRICE DQA Checklist A Total Value Sales Assisted Businesses final edited.docx
 - f. Checklist A Total Value Sales final edited.docx
 - g. PRICE DQA Checklist B Hectares Under Technology.docx
 - h. PRICE DQA Checklist B Access to Credit final edited.docx
 - i. PRICE DQA Checklist B Short Term Training final edited.docx
 - j. PRICE DQA Checklist B Workforce Training final edited.docx
 - k. PRICE DQA Checklist B Farmers Applying Technology.docx
20. Appendix I PRICE Data Flow and Methodologies.docx
21. Appendix II PRICE Communications.docx
22. Appendix III Supporting Documents

ANNEX IV: FEED THE FUTURE MONITORING AND EVALUATION SYSTEM DESIGN AND IMPLEMENTATION: PHASE I WORK ASSIGNMENT

March 22, 2012

STATEMENT OF WORK WORK ASSIGNMENT: USAID/Bangladesh FMSDI

Statement of Work Number: 17

Work Assignment: Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 1

Complete Title: Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 1

Short Title: USAID/Bangladesh FMSDI

Begin Work Date: April 2, 2012 – December 31, 2012

Approved: _____ (Work Assignment approval authorizes Weidemann Associates to expend WA funds for detailed WA implementation plan development.)

1. PURPOSE

The purpose of this Support to USAID/Bangladesh for Feed the Future (FTF) Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 1 Work Assignment (WA) is to develop USAID/Bangladesh FTF M&E capacity. The USAID/Bangladesh FTF M&E System's goal is to address USAID/Bangladesh's performance monitoring requirements, inform program management and shape longer-term strategic direction. The M&E system will provide performance monitoring, data quality assessment, performance evaluation, impact evaluation and M&E capacity building services. The system will reflect the Country Development Cooperation Strategy (CDCS) and FTF Multi-year Strategy (MYS) programming requirements.

USAID/Bangladesh's FTF portfolio is expanding rapidly. Seven ongoing FTF funded activities provide a solid base for FTF hunger and poverty alleviation impact. However, four or more new activities will start in the next year. This rapid investment expansion is taking place concurrent with USAID EG staffing increases, significant project implementation, the relatively new introduction of FTF M&E performance monitoring standardization, and increasing FTF links with Global Climate Change (GCC), Global Health Initiative (GHI) and other USAID and USG investments. To ensure the most FTF poverty and hunger alleviation impact possible USAID/Bangladesh will implement an aggressive learning agenda, including several impact and performance evaluations, in line with USAID Evaluation Policy and FTF precepts. Finally, local capacity building will take place that reflects USAID Forward objectives and orientations.

USAID intends that FTF countries have comprehensive and integrated systems for monitoring project performance and evaluating impact. The overall FTF M&E system will provide the best evidence possible on FTF poverty and hunger alleviation results. Implementation of this WA will be the first step in ensuring that USAID/Bangladesh's M&E system is harmonized with the overarching FTF M&E approach.

This FMSDI WA describes Phase 1 of a two phase FTF M&E system design, initiation and institutionalization process. This two phased approach will equip USAID/Bangladesh and Weidemann Associates with adequate task, level of effort, staffing, local capacity, data quality and administrative and logistical requirement understanding so that FMSDI Phase 2 can be initiated and implemented with the highest degree of success possible. USAID/Bangladesh will decide whether to increase this WA’s funding to accomplish FMSDI Phase 2 design and implementation or employ another procurement mechanism to obtain Phase 2 services and capacities identified during Phase 1 implementation.

2. BACKGROUND

The USAID/Bangladesh CDCS, approved in September 2011, builds on evidence and analysis drawn from best practices; relevant sector assessments and strategies; and extensive informal and formal consultations with the Government of Bangladesh (GOB), private sector, donor and NGO community. The CDCS goal is for “Bangladesh to become a knowledge-based, healthy, food-secure and climate-resilient middle income democracy.” To achieve this goal the CDCS elucidates four integrated Development Objectives (DOs):

- DO1: Citizen Confidence in Governance Institutions Increased
- DO2: Food Security Improved
- DO3: Health Status Improved
- DO4: Responsiveness to Climate Change Improved

FTF activities fall under DO2 implemented by the Economic Growth (EG) Office. EG coordinates DO 2 implementation with Office of Population, Health, Nutrition and Education (OPHNE) implementation of DO 3 and Food, Disaster and Humanitarian Assistance (FDHA) Office Title II Multi-year Activity Plan (MYAPs) implementation. FTF implementation is also coordinated with the United States Department of Agriculture (USDA), the Department of State (DoS), and other USG agencies.

USAID/Bangladesh’s agriculture and food security portfolio has increased from \$15 million in 2010 to \$40 million in 2011. The Mission will receive around \$226 million during 2012-2015 for FTF activities. The increasing budget has raised the level of accountability required for FTF Bangladesh programs. As a result the FTF Bangladesh MYS emphasizes M&E activities to track investment progress, facilitate results-driven planning and performance-based management, and measure and attribute FTF investment poverty and hunger alleviation impact.

FTF Bangladesh has a draft Performance Management Plan (PMP) to ensure that FTF activities support DO 2 and DO 3 intermediate results. To contribute to overall USAID FTF monitoring FTF Bangladesh currently inputs performance data into the FTF Monitoring System (FTFMS). The FTFMS “rolls up” agency-wide FTF performance data to inform stakeholders, partners and USG managers on FTF investment impact and cost-effectiveness.¹

The National Institute for Population Research and Training’s (NIPORT) Bangladesh Demographic and Health Survey (BDHS) serves as the main Ugandan source of information for nutrition indicators. The latest BDHS was completed in 2011 and data will be available in mid-2012. In addition FTF Bangladesh recently established performance indicator baseline data in the FTF Zones of Influence (ZOI) through the International Food Policy Research Institute’s (IFPRI) Bangladesh Integrated Household Survey (BISH). IFPRI will also conduct a mid-term and final FTF MYS survey. Finally, FTF Bangladesh will receive

¹ For the first year of FTFMS implementation, FTF data will have to be entered into both FTFMS and USAID’s main data management system, FACTS INFO.

support from USAID’s centrally funded FEEDBACK mechanism to conduct up to two impact evaluations on FTF progress in reducing hunger and poverty. These surveys and evaluations will provide information for program planning, implementing partner (IP) performance indicator target setting, and M&E system implementation.

USAID/Bangladesh’s significant progress in M&E system design, baseline establishment, local M&E partnership building, and impact evaluation planning sets the stage for formal M&E and knowledge management system design and implementation.

3. OBJECTIVES

In line with the overall “Support to Missions for Feed the Future Monitoring and Evaluation System Development Work Assignment”, this WA will achieve these objectives:

1. Finalization of a conceptual M&E framework that reflects FTF goals and objectives, defines an FTF Bangladesh learning agenda, and facilitates performance monitoring as an essential part of strategic planning;
2. Development of FTF Bangladesh capacity (both USAID and IP staff) to track progress towards desired results through a comprehensive performance monitoring process;
3. Planning and implementation of performance and impact evaluations to measure and attribute FTF investment results;
4. Planning and initiating local capacity building (e.g. GOB staff) to enhance performance monitoring data collection and use;
5. Planning and initiating FTF Bangladesh M&E knowledge sharing including, where appropriate, integrating the FTF Bangladesh M&E system with GOB and donor poverty and hunger monitoring;
6. Designing a multi-year FTF M&E system including deliverable schedule, budget, personnel requirements, Scope of Work (SOW), potential Bangladeshi collaborators, and contractual or procurement recommendations.

4. PHASES

This WA has four phases:

Phase 1: FMSDI Team Mobilization; Capacity Building Needs Assessment; Training Material and Conceptual Framework Development: During Phase 1 the FMSDI Team will: a) Set up physical operations in USAID/Bangladesh and Dhaka; b) Conduct FTF M&E capacity assessments of IP, GOB and USAID staff; c) Develop, vet with USAID, and finalize training materials; d) Develop an FTF Bangladesh M&E conceptual framework that ties in performance monitoring and reporting (EG, OPHNE, FDHA, USDA, STATE, etc.) and initiates development of an FTF Bangladesh Learning Agenda that includes performance and impact evaluation planning that will continue through the three phases. Work Assignment months 1 and 2.

Phase 2: Capacity Building and Performance Monitoring Plan Development: Based on Phase 1 results the FMSDI team will begin formal and on-the-job training for GOB, IP and USAID staff. As a result of Phase 2 trained staff will have improved knowledge of FTF M&E, performance indicators will be identified for existing and on-coming projects, and IP PMPs will be finalized. PMPs will stipulate standard procedures for Data Quality Assessments (DQA). Work assignment months 3 through 6

Phase 3: Performance Reporting System Assessment and Multi-Year System Design. During Phase 3 the FMSDI Team will assess whether FTF Bangladesh should develop a web-based Performance Reporting System (PRS). If the assessment finds that a PRS is required, the PRS will be developed during Phase 3. Also, the design for a multi-year FTF Bangladesh FTF M&E system will be finalized. Work assignment months 3 through 6.

Phase 4: Cross Cutting Phase: Knowledge, Sharing, and Learning Design. During implementation of the three phases the FMSDI Team will gather information and build understanding to underpin recommendations for FTF Bangladesh Knowledge, Sharing and Learning (KSL). KSL will ensure that FTF Bangladesh performance monitoring, performance evaluation and impact evaluation knowledge is widely shared and supports learning that improves hunger and poverty alleviation investment impact. Work assignment months 2 through 6.

5. TASKS

Phase 1: FMSDI Team Mobilization; Capacity Building Needs Assessment; Training Material and Conceptual Framework Development:

1. The FMSDI Team will establish physical operations at USAID/Bangladesh and in Dhaka. The team will obtain staff lodging; obtain entry to the US Embassy (satisfy security requirements); occupy office space within USAID/Bangladesh and Dhaka; obtain and set up office equipment (telephone, computer, e-mail); establish communication systems; plan logistic support (local and in-country travel), define roles and responsibilities including with USAID/Bangladesh staff and local contractors; identify sources of staff support services (medical, recreation, etc.).
2. The FMSDI Team will review USAID/Bangladesh CDCS and FTF MYS documents including background documents that contributed to CDCS and FTF MYS development. The Team will review available DO 2, 3 and FDHA PMPs, IP PMPs, the IFPRI BIHS, the NIPORT BDHS and other survey and analytical documents. Based on meetings with FTF Bangladesh staff the FMSDI team will review and update, if necessary, the February, 2012, Feed the Future Monitoring and Evaluation Plan. Assist in finalizing the DO: 2 PMP.
3. The FMSDI Team will initiate capacity building needs assessment planning: identify IP, GOB and USAID staff for assessment; design assessment tools; schedule assessment meetings (individual or group); write, vet and obtain approval of capacity assessment plan with USAID. The plan will include an assessment of whether DO 2 and DO 3 Results Frameworks (RF) and FTF performance indicators reflect FTF and CDCS goals and objectives. The capacity needs assessments will contribute to a capacity building plan that identifies recipients, outputs, and outcomes and schedules training and technical support.
4. As part of capacity building needs assessment the FMSDI Team will review FTF IP data collection and reporting methodologies and instruments. The Team will identify areas for improvement and the steps necessary to establish M&E systems that produce consistent, cost-effective, reliable, and timely data and reports including data collection instruments (e.g., questionnaires, training forms) and data sources. They will also initiate the DQA exercise for the projects.
5. As part of the capacity building needs assessment the FMSDI team will determine whether a structured plan for COR/AOR performance monitoring through routine field visits is advisable. If so, and in collaboration with COR/AORs, the FMSDI Team will design field visit procedures, forms, checklists and schedules that help DO 2 and DO 3 staff ascertain whether FTF indicators and targets are being monitored. The team will also develop a tracker listing all the indicators and results reported by partners, which can be updated quarterly.

6. The FMSDI Team will assess the IFPRI - BIHS and the NIPORT BDHS results and describe survey implications for FTF M&E planning, target setting and performance monitoring. Where appropriate the team will identify FTF PMP revisions based on BIHS and BDHS survey results, design training materials that show how BIHS and DHS results might affect IP PMP establishment of performance indicator targets.
7. The FMSDI Team will design FTF Bangladesh M&E training materials. Training materials should ensure that capacity building results in establishment and IP trainee ownership of standard FTF and custom indicators, and targets, as reflected in IP PMPs and M&E plans. Materials should also ensure that IP FTF nutrition indicators and other USG funded activities feed into the FTF M&E framework.
8. As part of FTF Bangladesh M&E Training Materials development the FMSDI Team will meet with selected IPs and Mission staff to identify appropriate development hypotheses and potential Learning Agenda questions for performance and impact evaluation implementation. If possible SOWs for impact evaluation work will be drafted early in the M&E process and a “living” evaluation schedule developed that reflects ongoing and yet to begin FTF funded activities.
9. During Phase 1 the FMSDI Team may determine that a more extensive GOB capacity needs assessment is needed to help FTF Bangladesh achieve USAID FORWARD targets and effectively contribute to GOB and other stakeholder hunger and poverty monitoring. If so an assessment will be undertaken and additional training materials to efficiently integrate GOB, other donor, and FTF Bangladesh performance monitoring systems. The plan will describe how GOB staff will be trained on effective performance monitoring system design and implementation.
10. Develop an FTF Bangladesh M&E conceptual framework that ties in performance monitoring and reporting (EG, OPHNE, FDHA, USDA, STATE, etc.) and initiates development of an FTF Bangladesh Learning Agenda that includes performance and impact evaluation planning that will continue through the three phases.

Phase 2: Capacity Building and Performance Monitoring Plan Development:

1. The FMSDI team will conduct training that reflects M&E capacity needs identified during Phase 1 with tailored materials on FTF M&E; results frameworks; performance indicator selection; data collection methods and data sources; using baselines in establishing performance targets; data quality verification; strategies for effective monitoring and reporting; planning and implementing evaluations; developing and maintaining knowledge management systems; using the FTFMS; and other topics.
2. The FMSDI Team will work with IPs and respective A/CORs/AMs/FTF M&E coordinator in developing or finalizing their PMPs. As a result of this on-the-job training IPs will have initiated (for oncoming projects) or finalized PMPs reflecting FTF performance monitoring requirements and FTF Bangladesh performance indicators. At a minimum PMPs will be developed or revised for these projects as applicable: Accelerating Agricultural Productivity Initiative (AAPI), Cereal System Initiative for South Asia (CSISA), Horticulture activity-CIP/AVRDC, Aquaculture activity- WorldFish Center; Poverty Reduction by Increasing Competitiveness of Enterprise (PRICE), National Food Policy Capacity Strengthening Program (NFPCSP, Phase II), Policy Research and Strategy Support Program for Food Security and Agricultural Development (PRSSP), and Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING). Where necessary the Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO), Nobo Jibon, and Program for Strengthening Household Access to Resources (PROSHAR) Multi-year Assistance Programs (MYAPS) PMPs will be revised. Finally PMPs will be developed for several yet to be awarded projects.

3. As IP PMPs approach finalization the FMSDI team will initiate discussions with FTF Bangladesh staff on revision of the FTF MYS PMP for DO 2 and, if appropriate, the DO 3 PMP. Upon PMP finalization the FMSDI Team will ensure that PMP revisions are consistent with DO 2 and DO 3 IP PMPs and that appropriate nutrition indicators are tracked.

4. During training the FMSDI Team will lead IP and Mission staff discussions on development and use of standardized data collection and reporting field notes. These notes will help IPs maintain data quality, reporting and archiving across FTF projects. If appropriate formal procedures will be developed, scheduled, agreed to and disseminated in the field notes. The team will conduct DQAs working closely with the A/CORs/AMs and FTF M&E coordinator.

5. The FMSDI Team will assist FTF Bangladesh in performance evaluation design and implementation. The FMSDI Team will develop performance evaluation SOWs and assist FTF Bangladesh in accessing performance evaluation capacity. The team will also recommend possible procurement mechanisms for these evaluations.

SOW development and implementation will include inputs from USAID A/CORs, USAID/Bangladesh Program Office M&E Staff, and other Mission and IP technical staff. The FMSDI Team's performance evaluation support will facilitate use of lessons learned to improve future project and program impact and quality. A minimum of 5 performance evaluations will be supported.

6. The FMSDI Team will assist FTF Bangladesh in impact evaluation design and implementation. The FMSDI Team will develop impact evaluation SOWs that include researchable development hypotheses and assist USAID/Bangladesh in accessing appropriate impact evaluation capacity. The team will also recommend possible procurement mechanisms for these evaluations. SOW development and implementation will include inputs from USAID A/CORs, Program Office M&E Staff, and other Mission and IP technical staff. The FMSDI Team's impact evaluation support will facilitate use of lessons learned to improve future project and program impact and quality. A minimum of three impact evaluations shall be supported.

7. Building upon ongoing USAID/Bangladesh Data Quality Assessments (DQA) the FMSDI Team will work with IPS and COR/AORs to plan DQA accuracy and cost effectiveness improvements. DQA planning will begin with an IP DQA procedure review. The review will list IP name, project name, project estimated cost, project performance period, performance indicators and data sources, geographic location, IP contact information, DQAs conducted, DQAs to be conducted, etc. The review will also critique DQA comprehensiveness and accuracy. The resulting DQA plan will include modified DQA procedures, recording sheets and schedules to ensure that ongoing and new projects conduct DQAs that meet validity, precision, reliability, timeliness and cost standards. The plan will describe how DQAs will be archived for review by project evaluators and COR/AORs as per the DQA and field visit responsibilities identified during Phase 1. The FMSDI team will ensure that DQA timing, location and scheduling will be entered into each PMP and GIS.

8. The FMSDI Team will develop an inventory of secondary and tertiary data sources and local analytical capacity (i.e. "think tanks" or government agencies) useful in FTF Bangladesh performance monitoring and impact and performance evaluations. The team will describe how these data and capacity sources could contribute to FTF Bangladesh performance monitoring.

Phase 3: Performance Reporting System Assessment and Multi-Year System Design

1. The FMSDI Team will conduct Strengths, Weaknesses, Opportunity and Threat (SWOT) analyses to assist FTF Bangladesh decide whether a web application Performance Reporting System (PRS) can enhance performance monitoring and reporting efficiency. The SWOT analysis will describe trade-offs

between the web based PRS and direct IP use of the FTFMS. It will also provide recommendations on Geographic Information System (GIS) contributions to FTF Bangladesh M&E.

2. If the Phase 2 SWOT analysis determines that a PRS is warranted, the FMSDI team will develop the PRS. The PRS would include all components necessary to fulfill Automated Directive System (ADS) mandated performance monitoring evaluation, reporting, data certification and dissemination requirements, the new USAID Evaluation Policy, and other Agency guidelines. The PRS will aggregate performance indicators from FTF-funded implementing partners on a quarterly (when appropriate) and annual basis and transfer these data to USAID.

3. The FMSDI Team will develop a long term, multi-year FTF M&E system plan/activity. For this plan/activity, A SOW will be developed that will describe how staff, staff housing, office space, transport, security services, and communication facilities will be obtained by an outside contractor responsible for supporting continued M&E System effectiveness. The SOW will suggest innovative M&E information and communication technologies that could cut costs and speed data retrieval and transmission and employ local capacity to the greatest extent possible. The SOW will also include recommendations on how USAID can best obtain the required FTF M&E services. If appropriate the FMSDI Team will ensure a smooth transition and information transfer to any subsequent party chosen to implement the long term, multi-year FTF M&E system activity.

Cross Cutting Phase: Knowledge, Sharing, and Learning Design

1. To ensure that FTF M&E data and information is consistently, widely and clearly disseminated, and to ensure maximum learning towards enhanced hunger alleviation impact, the FMSDI Team will design a Knowledge, Sharing and Learning (KSL) plan for USAID/Bangladesh review. The plan will describe how FTF Bangladesh M&E will make available performance monitoring and evaluation information, how that information will be integrated with other hunger and poverty monitoring systems in Bangladesh, and how that information will be employed in learning and management decision making. If approved by USAID, KSL plan implementation will be initiated by the FMSDI Team.

Annex A includes a preliminary task schedule, which will be replaced by a detailed implementation plan.

6. TEAM

Weidemann Associates identifies the following positions and, where appropriate, nominates individuals for the USAID/Bangladesh FMSDI Work Assignment. It is noted that for the Team Leader and other non-Weidemann staff candidates commitments to actually working on the FMSDI Team will be obtained once funding is obligated to the AKPS Task Order.

- **Senior Managing Associate:** David Soroko will supervise USAID/Bangladesh FMSDI WA implementation. He has supervised or directly provided M&E System development support to Haiti, Tanzania, Rwanda, Uganda and Bangladesh. In Rwanda Mr. Soroko is overseeing the first FTF Impact Evaluation baseline survey. Mr. Soroko will be stationed at Weidemann headquarters with TDYs to Bangladesh as needed, He will take the lead in FTF M&E system development and initiation and oversee the technical aspects of WA implementation. Mr. Soroko will be responsible for the quality and timeliness of all deliverables and representing the FTF Bangladesh and FMSDI Team lessons learned during USAID/W knowledge management functions (seminars, webinars, training, etc.).
- **Team Leader (in-country):** Mr. Steve Ndele has over 20 years of experience with USAID/Kenya as a Program Economist and Senior M&E Specialist. He has led mission staff in FTF strategy development; CDCS development; FACTSinfo, Performance Plan Report (PPR),

Congressional Budget Justification (CBJ), and Operating Plan preparations; and portfolio reviews. He has designed SOWs for high quality evaluations in line with USAID's New Evaluation Policy. He is fully conversant with ADS 203.3.3 including policy directives and required procedures for performance management, performance plans, evaluations and portfolio reviews. He has in depth understanding of USAID and USAID IP M&E and specific experience with FTF M&E requirements and procedures including choosing performance indicators, setting baselines and targets, integrating gender into PMPs, and data quality assessments. He prepared PMPs for USAID/Kenya's \$100 million FTF strategy as well as natural resources management; water and sanitation; democracy and governance; basic education; youth programming; health, HIV/AIDS and population and peace and security interventions. Mr. Ndele has trained host government, IP and USAID staff on Performance Management Systems (PMS). PMS training focused on identifying performance indicators, setting targets, providing baseline data, conducting data quality assessments, performance monitoring and evaluation, and disseminating evaluation findings. He was Team Leader for the design of USAID/Kenya's \$20 million trade development program supporting Kenya's integration into the global economy. Mr. Ndele holds an M.Sc. in Economics from the University of Nairobi School of Economics and certificates from Brandeis and Harvard University. Mr. Ndele is fully conversant with USAID procurement and financial management procedures. His USG Security Clearance expires in March 2015.

- **M&E Specialist (in-country):** Ms. Laura Gisby has over 4 years M&E and research experience. Ms. Gisby has participated in M&E framework and PMP development; output verification and mapping; operations research; and impact evaluation including randomized control trials, sliding control baselines and sustainability assessment. Ms. Gisby has monitored and assessed the poverty and hunger alleviation impact of an agricultural-based livelihoods approach that included market development, community-based natural resource management, asset transfer, microfinance, individual and community-based enterprise, and cash for work approaches. Ms. Gisby is very familiar with Bangladesh having more than two years' of in country field experience. Most recently Ms. Gisby planned a mixed methods baseline study for Concern Worldwide's Amrao Manush expansion project that works to relieve poverty amongst urban pavement dwellers. From September 2009 until September 2010, she worked as a young professional in the Chars Livelihood Programme (CLP) in Bangladesh. There she assessed program processes and impacts including comparative Return on Investment analysis for local versus crossbred cattle. She reviewed the CLP cash-for-work scheme using a process documentation approach, designed a flood impact/coping strategy plan, and designed and implemented an evaluation of the program's Primary Healthcare and Family Planning Project sustainability. She authored a report on "attitude change" amongst program participants as part of CLP's efforts to monitor less tangible program impacts. Ms. Gisby has additional experience in Kenya and India. She worked provided strategic planning and M&E framework development input to Womencourage Kenya and authored a study on how the Kenyan Government's counter-terrorism efforts affect the human rights of marginalized Muslim populations. She also conducted consultations with government and civil society representatives on Kenyan constitutional reform and supported projects that mobilized youth involvement in constitutional reform while volunteering for the VSO Global Xchange Programme. Ms. Gisby holds a Bachelors degree from Oxford University and an M.Sc. in Development Studies from the School of Oriental and African Studies, University of London.

- **Local M&E Specialist (in-country): (To be determined)** S/he will be trained and experienced in poverty and hunger alleviation M&E having worked for the GOB, a donor project, or a similar development organization. S/he will have training in a social science, preferably one with direct applicability to poverty and hunger alleviation. S/he will be responsible for ensuring that the FTF Bangladesh M&E system and FMSDI Team work reflects an understanding of local capacities and

conditions and takes full advantage of opportunities to build local capacity while concurrently contributing to the quality and accuracy of FTF M&E operations.

- **Senior Technical Advisor:** Dr. Arvin Bunker, Vice President, has more than 25 years of international agricultural development, cooperative development, micro-finance, project evaluation and project design experience. Most recently Dr. Bunker led the conceptualization, analysis, writing and presentation of the Bangladesh Agriculture Transformation Strategy. Dr. Bunker has M.Sc. and Ph.D. degrees in agricultural economics from the University of Illinois and is a Microsoft Certified Professional and Systems Engineer with expertise in management information system design. As a member of Weidemann's Executive Committee Dr. Bunker will contribute to deliverable quality control, oversee resolution of any contractual or legal issues, facilitate relations with Bangladeshi institutions, and provide quality control on PRS web application design and implementation.
- **Managing Associate (Home Office):** S/he will oversee FMSDI Team mobilization, liaise with the FMSDI Activity Manager and USAID/Bangladesh point of contact, monitor deliverable submission and finalization, liaise with FMSDI team members and sub-contractors, and troubleshoot implementation problems. S/he will oversee recruitment, contracts and subcontracts processing, travel arrangements (tickets, visa, medical, insurance, lodging), document filing, timely sub-contractor invoice submissions, invoice review, expenditure tracking, monthly AKPS reporting (to RAISE PLUS COR), logistics support and team backstopping as necessary from the Weidemann home office.
- **Program Associate (Home Office):** S/he will conduct recruitment, process contracts and subcontracts, make travel arrangements (tickets, visa, medical, insurance), document filing, ensure timely sub-contractor invoice submission, review invoices, track expenditures, draft monthly AKPS reports (for RAISE PLUS COR), provide logistics support and backstop the team as necessary from the Weidemann home office.
- **Short Term Consultant: Data Analyst:** This consultant will provide the analytical and technical capacity to interpret DHS, BIHS and other survey results and describe their implications for FTF Bangladesh IP performance indicator target setting, performance evaluations, development hypotheses, impact evaluations, and KSL.
- **Short Term Consultant: Geographic Information System Expert:** This consultant will provide FTF M&E GIS design and development services, as appropriate. S/he will design a computer based information system that integrates, stores, edits, analyzes, shares, and displays geographic FTF Bangladesh M&E information to inform M&E activity coordination (including FTF and other donor or GOB survey locations, performance evaluations, impact evaluation treatment and control group locations, DQA locations, ZOI performance trends, etc.) to inform implementation, programming and strategic decision making. The GIS expert input can be integrated within PRS development, if authorized by USAID, with USAID/Bangladesh capacity, or as a stand along consultancy.
- **Short Term Consultant: Information Technology (IT) Independent Verification and Validation:** This consultant will finalize the review and document required by ADS 548 for any Information Technology (IT) system funded by USAID program funds. There is a technical difference in the review depending on how the PRS is funded and whether the IT system/software becomes part of the USAID/Bangladesh network. While the ADS requires that IT Verification and Validation Review be done by USAID it may be that a consultant with experience preparing these reviews is needed to prepare documentation required by the FTF Bangladesh PRS for submission to the 548 Review IT support group at USAID/W.

- **Performance Reporting System Sub-contractor:** Kimetrica is a Weidemann Associates partner implementing the “Support to USAID/Rwanda for Feed the Future Monitoring and Evaluation System: PPL/LER Supported Impact Evaluation Baseline” AKPS Work Assignment. Kimetrica’s core capabilities are in the provision of software, data, and training services to enhance the performance of agriculture, disaster management, education, health, environment and water and sanitation projects. They are currently developing PRS for FTF projects in Ethiopia and Tanzania. Kimetrica will conduct a formal SWOT analysis of whether it is advisable for FTF Bangladesh to develop a web based PRS. If after assessment and discussion with USAID, USAID determines that they would like the FTF M&E System to employ a web based PRS, Kimetrica will proceed with design, development and implementation.

7. ESTIMATED LEVEL OF EFFORT

Selected in-country team members will need to complete security paperwork to obtain security clearances required for accessing USAID office space. This will have to be done prior to their arrival and stated in their Country Clearance cables. Weidemann Associates will work with USAID Bangladesh FTF team, USAID/Bangladesh/EXO office and USAID/Bureau of Food Security/Washington to obtain the security clearances. The timing of security clearance issuance and other factors will affect the actual level of effort delivered. Here is an estimate:

Position Title	Level of Effort (days)
Senior Managing Associate	90
Managing Associate	60
Program Associate	50
Senior Technical Advisor	10
Team Leader (in country)	120
M&E Specialist (in country)	120
Local M&E Specialist (in country)	120
Short Term Data Analyst	30
Short Term GIS Specialist	30
ADS 548 Technical Assistant	10

8. PERFORMANCE PERIOD

The FMSDI Phase 1 WA period of performance is April 2, 2012 – December 31, 2012. This 9 month Performance Period includes start-up and an initial 6 month “intense implementation” period (April 30, 2012 – October 31, 2012) during which in-country staff will be fully in place and the below deliverables provided and a “flexibility period” of three months to facilitate a smooth transition to FMSDI Phase 2.

9. DELIVERABLES

The deliverables include:

- M&E Capacity Needs Assessment for GOB, IP and USAID/USG staff.
- Capacity building plan for USAID/Bangladesh staff and IPs.
- Needs driven M&E and performance management training workshops (Actual number to be determined in collaboration with USAID/Bangladesh)
- An FTF Bangladesh M&E Conceptual Framework.

- e) A preliminary tracker listing all the indicators and results reported by partners, which can be updated quarterly.
- f)
- g) Assistance to IPs in developing and/or revising Performance Monitoring Plans (Amount of assistance to be determined by USAID/Bangladesh)
- h) Initiate and conduct DQAs for FTF projects working closely with A/CORs/FTF Coordinator
- i) A SWOT analysis to determine advisability of a Performance Reporting System (PRS) web application.
- j) PRS design and implementation, including a GIS, if warranted (Actual design and implementation will depend on a USAID/Bangladesh decision)
- k) Performance evaluation SOWs (Actual number and SOW implementer to be determined in collaboration with USAID/Bangladesh. At least five)
- l) Development hypotheses and SOW for impact evaluations (Actual number and timing to be determined by USAID/Bangladesh. At least three.)
- m) Report on IFPRI BIHS and NIPORT BDHS survey results and implications for FTF planning and performance monitoring.
- n) Inventory of appropriate FTF data sources and capability of local agencies, groups, GOB agencies to contribute to FTF M&E.
- o) SOW for multi-year FTF M&E System 2012 – 2015/16.
- p) Knowledge Sharing and Learning Plan.
- q) Final FMSDI Phase 1 Implementation Report (Required if requested by USAID/Bangladesh at the end of the MFSDI Performance Period)

ANNEX V: FEED THE FUTURE MONITORING AND EVALUATION SYSTEM DESIGN AND IMPLEMENTATION: PHASE II WORK ASSIGNMENT

November 18, 2012

STATEMENT OF WORK WORK ASSIGNMENT: USAID/Bangladesh FMSDI

Statement of Work Number: 17

Work Assignment: Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 2

Complete Title: Support to USAID/Bangladesh for Feed the Future Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 2

Short Title: USAID/Bangladesh FMSDI Phase 2

Begin Work Date: February 1, 2013

Approved: _____

I. PURPOSE

The purpose of this Support to USAID/Bangladesh for Feed the Future (FTF) Monitoring and Evaluation (M&E) System Design and Initiation (FMSDI): Phase 2 Work Assignment (WA) is to further develop USAID/Bangladesh FTF M&E capacity building on the progress achieved under FMSDI Phase 1.

FMSDI Phase 1 established FTF performance monitoring and reporting structures (quarterly indicator tracker, finalized DO2 Performance Monitoring Plan (PMP), standardized quarterly reporting format); revised and finalized Development Objective 2 (DO2) FTF standard and custom performance indicators; assessed how Bangladesh Integrated Household Survey, Bangladesh Demographic and Health Survey, and the agriculture census can be used to monitor FTF investment outcomes and impacts; assessed Mission and IP M&E capacity and proposed training and web application software solutions to enhance performance monitoring, reporting and management; provided on-the-job training to IPs in PMP development; contributed to revision and finalization of four IP PMPs; supported Performance Plan Report (PPR) and FTF Monitoring System (FTFMS) reporting; completed initial design of Mission and IP M&E training materials; completed initial planning for two Data Quality Assessments (DQA); drafted two performance evaluation Scopes of Work (SOW); developed a tracker for monitoring IP PMP submission, revision and finalization; and completed various ad hoc performance monitoring and reporting tasks.

II. OBJECTIVES

Building on the processes, materials and approaches developed during Phase 1 this Phase 2 WA will achieve these objectives:

1. To continue and further systematize development of Mission and IP staff capacity to accurately and cost effectively monitor and report on FTF outputs, outcomes and impacts;
2. To further develop Mission and IP staff performance management capacity.
3. To plan and support implementation of performance and impact evaluations to measure and attribute FTF investment results;
4. To revise and implement performance monitoring and reporting systems that fulfill annual PPR and FTF Monitoring System (FTFMS) requirements.
5. To plan and initiate FTF Bangladesh M&E knowledge sharing including, where appropriate, integrating FTF Bangladesh M&E system with GOB and donor poverty and hunger monitoring;

III. TASKS

1. The FMSDI team will conduct training that reflects M&E capacity needs identified during Phase 1 with tailored materials on: results frameworks; performance indicator selection; data collection methods and data sources; using baselines to establish performance targets; data quality verification; strategies for effective monitoring and reporting; evaluation planning and implementation; developing and maintaining knowledge management systems; using the FTFMS; and other topics.

During Phase 1 the FMSDI team determined that extensive IP M&E capacity building was necessary, including sub-awardee and government partner capacity building. Given that several IPs work with local NGOs or government agencies, addressing their M&E capacity building requirements will help FTF Bangladesh achieve USAID FORWARD targets and effectively contribute to Government of Bangladesh (GOB) and other stakeholder hunger and poverty monitoring.

2. The FMSDI team will work with Alternate/Contract Officers Representative (A/COR), Activity Managers (AM) and Mission FTF M&E staff in developing, revising and/or finalizing PMPs to include an overall Country Development Cooperation Strategy (CDCS) PMP (if appropriate, and in relation to November 2012 ADS 203 guidance), development objective PMPs, and IP PMPs. Where necessary the FMSDI team will provide on-the-job training to existing or new IPs.

As IP PMPs approach finalization the FMSDI team will initiate discussions with FTF Bangladesh staff on revision of the FTF MYS PMP for DO 2 and, if appropriate, the DO 3 PMP. Upon PMP finalization the FMSDI Team will ensure that PMP revisions are consistent with DO 2 and DO 3 IP PMPs.

3. During training the FMSDI Team will lead Mission and IP staff discussions on development and use of standardized data collection and reporting field notes. These notes will help IPs maintain data quality, reporting and archiving across FTF projects. If appropriate formal procedures will be developed, scheduled, agreed to and disseminated in the field notes.

4. Building upon ongoing Mission and IP DQAs the FMSDI Team will work with IPS and A/CORs to plan DQA accuracy and cost effectiveness improvements. DQA planning will begin with an IP DQA procedure review. The review will list IP name, project name, project estimated cost, project performance period, performance indicators and data sources, geographic location, IP contact information, DQAs conducted, DQAs to be conducted, etc. The review will also critique DQA comprehensiveness and accuracy. The resulting DQA plan will include modified DQA procedures, recording sheets and schedules to ensure that ongoing and new projects conduct DQAs that meet validity, precision, reliability, timeliness

and cost standards. The plan will describe how DQAs will be archived for review by project evaluators and A/CORs as per the DQA and field visit responsibilities identified during Phase 1. Given the complex FTF IP partnerships, with some institutions taking part in several FTF activities, the FMSDI team will ensure that DQA timing, location and scheduling is cost effectively coordinated and avoids overlap.

5. The FMSDI team will determine whether a structured plan for A/COR performance monitoring through routine field visits is advisable. If so, and in collaboration with A/CORs, the FMSDI Team will design field visit procedures, forms, checklists and schedules that help DO 2 and DO 3 staff ascertain whether FTF indicators and targets are being monitored. A tracker listing indicators and results reported by IPs will be maintained and updated quarterly.

6. The FMSDI Team will assist in FTF performance evaluation design and implementation. The FMSDI Team will develop performance evaluation SOWs and assist the Mission in accessing performance evaluation capacity. SOW development and implementation will include inputs from A/CORs, Program Office (PRO) M&E Staff, and other Mission and IP technical staff. A minimum of two performance evaluations will be supported.

7. The FMSDI Team will support FTF impact evaluation (IE) design, baseline survey implementation, and IE implementation. The FMSDI Team will assist Mission staff in finalizing “researchable” FTF development hypotheses. Development hypothesis finalization will reflect contributions from USAID (Mission and Bureau for Food Security (BFS)), the activity IP, and IE evaluation implementer staff. If appropriate the FMSDI team will coordinate an “IE Kick Off” workshop. The FMSDI Team’s impact evaluation support will facilitate use of lessons learned to improve future project and program impact and quality. A minimum of two impact evaluations will be supported.

8. Building on the Phase 1 “**Analysis of Monitoring and Evaluation Capacity, and Suggestions for Enhanced Feed the Future Performance Monitoring and Reporting**” activity the FMSDI Team will continue to assist FTF Bangladesh decide whether a web application Performance Reporting System (PRS) can enhance performance monitoring and reporting efficiency. If USAID decides that a PRS is warranted, the FMSDI team will work with the Mission to obtain the capacity to develop and pilot test the PRS. The PRS would include all components necessary to fulfill Automated Directive System (ADS) mandated performance monitoring evaluation, reporting, data certification and dissemination requirements, the new USAID Evaluation Policy, and other Agency guidelines. The PRS will aggregate performance indicators from FTF-funded implementing partners on a quarterly (when appropriate) and annual basis and transfer these data to the Mission or FTFMS.

9. To ensure that FTF M&E data and information is consistently, widely and clearly disseminated, and to ensure maximum learning towards enhanced hunger and poverty alleviation impact, the FMSDI Team will design a Knowledge, Sharing and Learning (KSL) plan for Mission. The plan will describe how FTF Bangladesh M&E will make available performance monitoring and evaluation information, how that information will be integrated with other hunger and poverty monitoring systems in Bangladesh, and how that information will be employed in learning and management decision making. If approved by USAID, the FMSDI team will initiate plan implementation.

10. Based on Phase 1 experience the FMSDI team will provide ad hoc support to FTF implementation, monitoring and reporting as requested by senior Mission management. If these tasks fall outside the tasks outlined in this WA they will be documented and become part of this WA’s implementation record.

IV. ESTIMATED LEVEL OF EFFORT

Selected in-country team members will need to complete security paperwork to obtain security clearances required for accessing USAID office space. This will have to be done prior to their arrival and stated in

their Country Clearance cables. Weidemann Associates will work with USAID Bangladesh FTF team, USAID/Bangladesh/EXO office and USAID/Bureau of Food Security/Washington to obtain the security clearances. The timing of security clearance issuance and other factors will affect the actual level of effort delivered. Here is an estimate:

Position Title	Level of Effort (days)
Senior Managing Associate: Home Office	80
Senior M&E Associate: Home Office	20
Managing Associate: Home Office	32
Program Associate: Home Office	26
Senior M&E Specialist (in country)	182
M&E Specialist (in country)	182
Senior Training Consultant	54
Senior Data Analyst	30

V. PERFORMANCE PERIOD

As this Phase 2 WA builds on Phase 1 currently being implemented the performance period is estimated to begin when Phase 1 funding is completely expended. Therefore the estimated Phase 2 performance period is February 1, 2013 – August 31, 2013.

VI. DELIVERABLES

The deliverables include:

- a) M&E Capacity Building for IP and USAID/USG staff.
- b) Assistance to IPs in developing and/or revising Performance Monitoring Plans (Amount of assistance to be determined by USAID/Bangladesh).
- c) Initiate and conduct DQAs for FTF projects working closely with A/CORs/FTF Coordinator.
- d) PRS design and pilot testing, if warranted (Actual design and implementation will depend on a USAID/Bangladesh decision)
- e) Performance evaluation SOWs (Actual number and SOW implementer to be determined in collaboration with USAID/Bangladesh.)
- f) Development hypotheses and SOW for impact evaluations (Actual number and timing to be determined by USAID/Bangladesh.)
- g) Knowledge Sharing and Learning Plan.
- h) Additional M&E related tasks as assigned by the Mission.