



USAID
FROM THE AMERICAN PEOPLE



Cultivating
Entrepreneurship

AGRO-INPUTS PROJECT

Monitoring and Evaluation Plan (M&E PLAN)

Prepared for review by the United States Agency for International Development under USAID Cooperative Agreement No. AID-388-A-12-00005, Bangladesh Agro-Inputs Project implemented by CNFA.

Acronyms

AAPI	Accelerating Agriculture Productivity Improvement
ADS	Administrative Directive System
AIP	Agro-Inputs Project
AIS	Agriculture Information Service
AIRN	Agro-Input Retailers' Network
AO	Associate Objective
AOR	Agreement Officer's Representative
aAOR	Alternative Agreement Officer's Representative
A-IR	Aligned Intermediate Result
BARC	Bangladesh Agricultural Research Council
BBS	Bangladesh Bureau of Statistics
BCPA	Bangladesh Crop protection Association
BEC	Business Ethics Committee
BFA	Bangladesh Fertilizer Association
BPRSSP	Bangladesh Policy Research and Strategy Support Program
BSA	Bangladesh Seed Association
BS	Baseline Survey
CC	Cross Cutting
CDCS	Country Development Cooperation Strategy
CEGIS	Center for Environmental and Geographic Information Services
CNA	Child No Adult
COP	Chief of Party
CSISA	Cereal Systems Initiative for South Asia
DAE	Department of Agriculture Extension
DO	Development Objective
DQA	Data Quality Assessment
EDD	Environmental Due Diligence Review
EG	Economic Growth
FE	Final Evaluation
FGD	Focus Group Discussion
FNM	Adult Female No Adult Male
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
FY	Fiscal Year
GIS	Geographical Information System
GoB	Government of Bangladesh
GPS	Global Positioning Satellite
IEE	Initial Environmental Examination
IFPRI	International Food Policy Research Institute
IPM	Integrated Pest Management
IR	Intermediate Result
ISFM	Integrated Soil Fertility Management
M&E	Monitoring and Evaluation
M&F	Male and Female Adults
MNF	Adult Male no Adult Female
MIS	Management Information System
MSME	Micro, Small, and Medium Enterprise
MTE	Mid-Term Evaluation

M&E PLAN	Monitoring and Evaluation Plan
NGO	Non-Governmental Organization
OCAT	Organizational Capacity Assessment Tool
PDT	Performance Data Table
PERSUAP	Pesticide Evaluation Report and Safer Use Action Plan
PHH	Post-Harvest Handling
PI	Performance Indicator
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PPR	Performance Plan Reporting
QPR	Quarterly Progress Report
RF	Results Framework
RiA	Required if Applicable
SMS	Short Message Service
SOW	Scope of Work
SPSS	Statistical Package for Social Science
WEAI	Women's Empowerment in Agriculture Index
WOG	Whole of Government
UP	Union <i>Parishad</i>
USAID	United States Agency for International Development
USG	United States Government

Contents

1	INTRODUCTION	4
1.1	Purpose and Guiding Principles of the AIP M&E PLAN	4
1.2	Management of the AIP M&E PLAN	5
1.3	AIP link to USAID/Bangladesh’s Country Development Cooperation Strategy	6
2.	AIP RESULTS FRAMEWORK.....	8
2.1	AIP Development Hypothesis.....	9
2.2	Critical Assumptions	9
2.3	AIP Approach.....	9
2.4.	Performance Indicators	12
3.	DATA COLLECTION AND COMMUNICATION OF PROGRESS	15
3.1	Baseline and Targets	15
3.2	Data Collection Methodology and Analysis	15
3.3.	Project Studies and Assessments	16
	<i>i. Gender Assessments</i>	16
	<i>ii. Assessment of Financial and Operational Capacity of Organizations</i>	17
	<i>iii. Environmental Due Diligence Review (EDDR)</i>	17
3.4	Data Quality Assessment	18
3.5	Integration of GIS/MIS into M&E.....	20
3.6	Reporting and Planning Schedule	20
3.7	Lessons Learned.....	21
3.8	Communication.....	21
4.	AIP M&E ORGANIZATION.....	22
4.1	M&E Roles and Responsibilities	22
5.	EVALUATION.....	23
	Mid-Term Evaluation.....	23
	Final Evaluation	23
	Evaluation Questions	24
	ANNEX 1: Performance Indicator Reference Sheets (PIRS).....	25
	ANNEX 2: AIP Performance Indicators.....	42
	ANNEX 3: Performance Data Table	44
	ANNEX 4: Performance Management Task Schedule.....	46
	ANNEX 5: Lower-level Indicator Tracker	47
	ANNEX 6: Communication Strategy	51

1 INTRODUCTION

1.1 Purpose and Guiding Principles of the AIP M&E PLAN

The Agro-Input Project (AIP) Performance Monitoring and Evaluation Plan (M&E PLAN) is a strategic tool for monitoring the performance of the AIP Project and reporting on the progress made toward the achievement of its target results. The M&E PLAN includes the Results Framework (RF) with critical assumptions; a minimal set of well-defined performance indicators in the United States Agency for International Development (USAID) Performance Data Table (PDT) format, which include baseline and expected values for each project year, indicator description, unit of measure, data source and frequency of data collection; research study agenda; and an Implementation Plan.

Performance indicators will be used to measure progress towards targeted Intermediate Results (IRs) and Sub-IRs, identify shortcomings in project activities, inform decisions to adjust course, and facilitate communication of results to USAID, counterparts, and other stakeholders. The AIP M&E PLAN will rely upon systematic collection, analysis and reporting of information (quantitative and qualitative). Information generated from the M&E system will allow project managers to make informed decisions on the overall management and performance of the project and provide a rationale for any needed changes in project implementation and/or design.

The principles governing the AIP M&E PLAN are based on USAID Administrative Directives System (ADS) assessing and learning guidance:

- *A tool for self-assessment:* This M&E PLAN will enable the AIP and USAID management teams to systematically collect and analyze performance information to track progress toward USAID/Bangladesh's AIP objectives and results.
- *Plan early for performance management:* The foundations of this M&E PLAN have been planned for and developed since the design and issuance of the AIP award. This development has helped direct data review for performance measures, planning for development of data collection within project activities, adequate planning across technical offices and within the donor community, among others.
- *Alignment with USAID's strategies and processes:* The M&E PLAN is developed based on the USAID/Bangladesh Development Objective (DO)2 Performance Management Plan (PMP) which reflects the Feed the Future (FTF) Presidential Initiative, Country Development Cooperation Strategy (CDCS) and experiences from previous projects. Planning and regular review of results by indicator will occur on a set schedule in accordance with USAID requirements.
- *Performance-informed decision-making:* The M&E PLAN is designed to inform and influence DO-decision-making and resource allocation.
- *Transparency:* To increase transparency, indicator and data quality assessments (DQAs) will be conducted, and any known limitations will be documented in the

M&E PLAN. Additionally, results achieved under the project will be realistically attributed to USAID's DO2 and, as appropriate, the host country and other donor partners.

- *Gender:* The M&E PLAN captures gender differences in AIP activity participation, as well as results and impact.
- *Communication:* The M&E PLAN is designed to enable the communication of results achieved, or not attained, to advance organizational learning and tell the Agency's story.
- *Cost Effectiveness:* When selecting performance indicators, efforts were made to streamline and minimize the data collection and reporting burden. Efforts were also made to ensure that only data useful for decision-making would be collected. Data collection for each indicator will be reviewed with partners. Where applicable, the project will use performance measures that are in alignment with host country counterparts and other donors.
- *Participation:* Finally, the M&E PLAN was developed in a participatory manner. USAID/Bangladesh and CNFA played an active and collaborative part in preparing this M&E PLAN. Where appropriate, select stakeholders were engaged in reviewing elements of the draft M&E PLAN.

1.2 Management of the AIP M&E PLAN

The M&E PLAN will be reviewed and updated on at least an annual basis, based on strategic decisions and performance under the AIP project. This M&E PLAN will be reviewed and updated in consultation with USAID/Bangladesh and others using a participatory process.¹ The plan will be submitted to USAID for review and comment within 30 calendar days of the finalization of the Work Plan, annually. After the receipt of USAID comments/suggestions, the final M&E PLAN will be submitted within 10 calendar days.

When reviewing the M&E PLAN, the following issues will be taken into account:

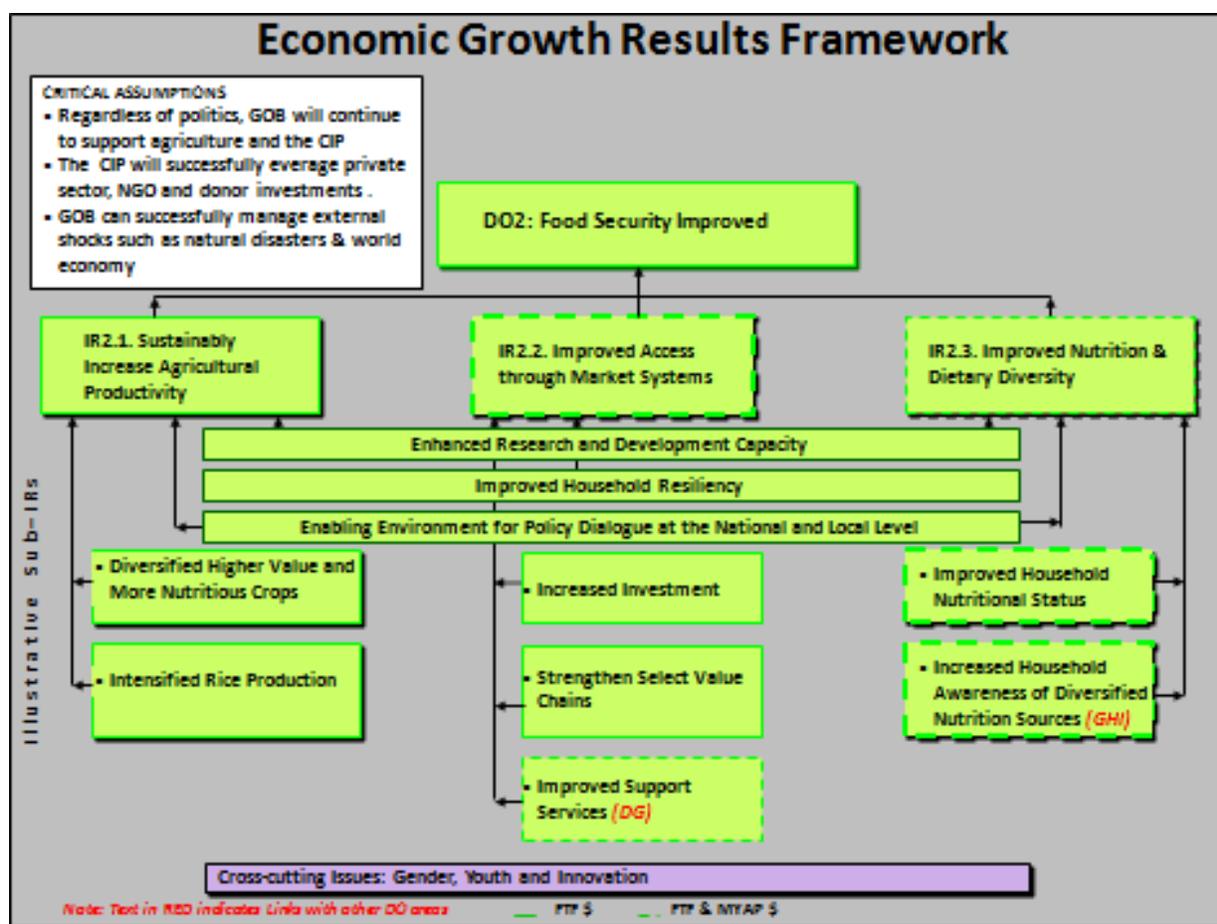
- Are the performance indicators working as intended in the design?
- Are the performance indicators providing the information needed to properly assess the results and/or impact of AIP activities for each component?
- How can the M&E PLAN be improved?

¹ Those who participated included the program's AOR and Alternate AOR, the Senior M&E Advisor, and Program Management Specialist of the Economic Growth Office, as well as consultants of Weidemann Associates.

1.3 AIP link to USAID/Bangladesh’s Country Development Cooperation Strategy

The AIP is a five-year project funded by the USAID and as part of the U.S. Government’s FTF Presidential Initiative. USAID awarded CNFA a cooperative agreement to implement the program from September 2012 until September 2017.

AIP supports the USAID/Bangladesh Country Development Cooperation Strategy under DO2: Food Security Improved. Under this DO, AIP addresses two IRs, namely IR 2.1: Sustainably Increased Agricultural Productivity; and IR 2.2: Improved Access through Market Systems. AIP’s interventions are addressing the constraints of “availability” and “access” to food directly, while “utilization” of food is being addressed indirectly. The terms “availability” and “access” as used in this document are based on the FTF definitions.

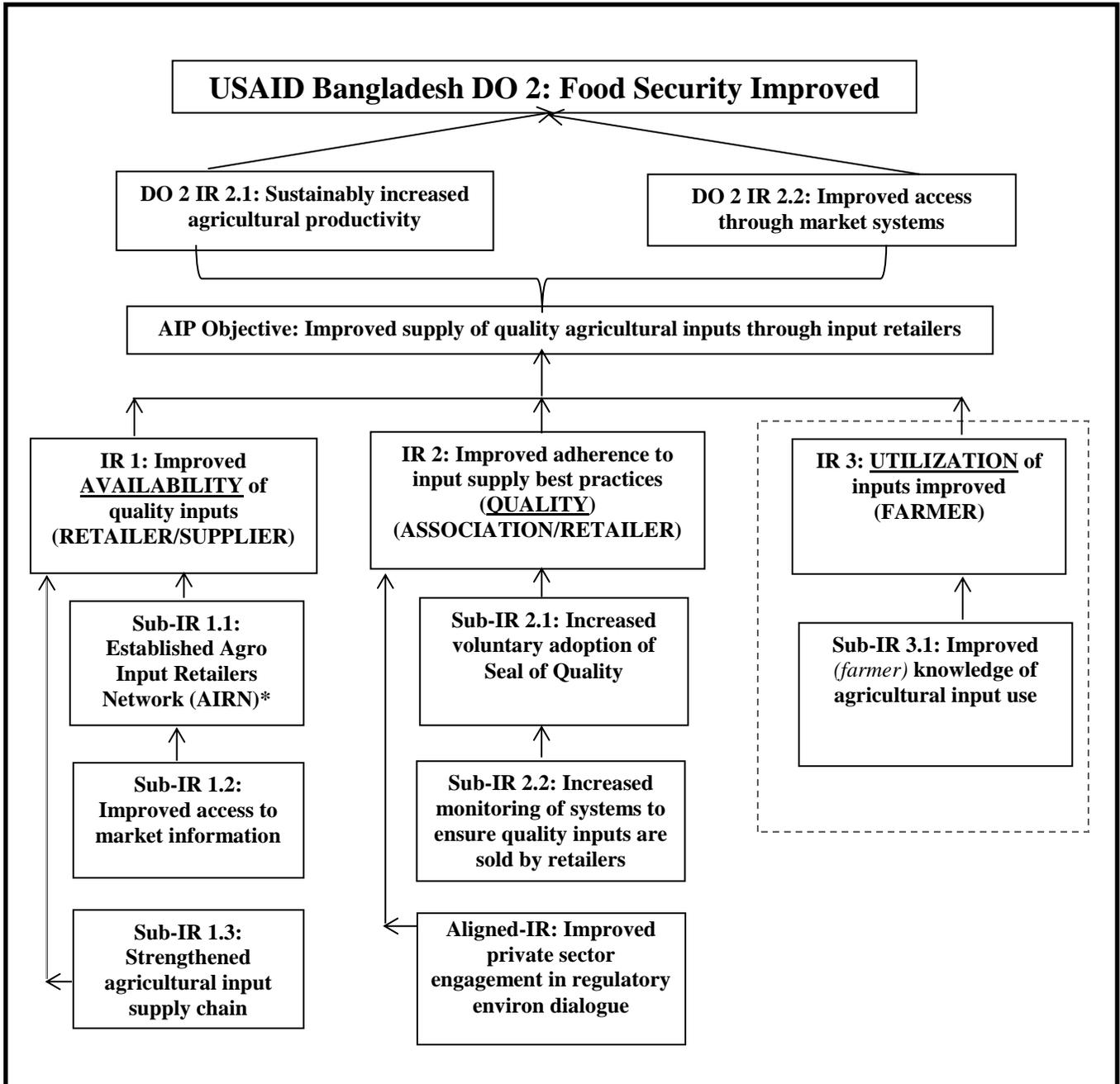


To work towards the achievement of these IRs, AIP has designed its activities around its Project Objective and its own three IRs. Discussed in greater detail in the section to follow, these IRs include 1) improved availability of quality inputs; 2) improved adherence to input supply best practices; and 3) utilization of inputs improved.

AIP will work to achieve these results through several program interventions. This includes establishing a network of 3,000 agricultural input retailers across 20 southern districts to be providers of quality, unadulterated inputs; improving market information systems; strengthening quality control and regulatory standards; and building the capacity of local organizations supporting the agricultural inputs value chain. Ultimately, these program interventions will increase the availability and use of quality agricultural inputs in Bangladesh's southern delta, and thereby contribute to a reduction of poverty and improvement of food security.

2. AIP RESULTS FRAMEWORK

The AIP Results Framework is aligned and linked to the USAID/Bangladesh’s DO 2 and directly contributes to the achievement of IR 2.1: Sustainably Increased Agricultural Productivity, and IR 2.2 Improved Access through Market Systems.



2.1 AIP Development Hypothesis

The AIP development hypothesis is:

“If access to quality agricultural inputs is improved, then demand for quality inputs will increase, and production and food security will increase.”

There is a possibility that farmers will improve productivity and thus incomes as the result of other factors, but there is a clear relationship between the improved use of quality agricultural inputs and increases in productivity, and thus if AIP results in improved use of agricultural inputs, it can expect increases in productivity. AIP defines access as farmers’ access to quality inputs in retailers’ shops. The hypothesis is based on facts, documentation and knowledge of this “if-then” relationship. However, certain conditions (critical assumptions) must hold true in order for AIP to achieve its objectives. These necessary conditions are covered in greater detail in the “Critical Assumptions” section (2.2).

2.2 Critical Assumptions

AIP identified several critical assumptions that are beyond the project’s control. Below are the critical assumptions that must hold for the Results Framework to be successfully implemented:

- Political instability will not hamper the planned activities significantly.
- Natural calamities will not cause significant production loss.
- Exogenous factors (such as, worldwide shortage of key inputs or price shocks for staple crops) will not significantly affect world prices for key commodities.

The project will document the extent of project level disturbance of the critical assumptions. This will include disaggregating by type and amount of e.g., delayed or hampered inputs and resources, failures of trainings and demonstrations, disruption of partnerships with agencies and associations, number and of interrupted days..

2.3 AIP Approach

The overarching objective of the AIP is improved supply of quality agricultural inputs through input retailers. This will be achieved through three Intermediate Results (IRs):

➤ **IR 1: Improved availability of quality inputs**

This IR addresses the problems of the existence of adulterated input products currently available through agricultural input retailers’ supply chains, including an inefficient distribution network, weak quality controls, and poor production techniques. To achieve this result, AIP will establish the AIRN, build the business development capacities of retailers and organize demonstrations on input varieties.

Sub-IR 1.1: Established Agro Input Retailers Network (AIRN)

This addresses the availability of quality agricultural inputs by forming a sustainable network of trusted agricultural input retailers. AIP will provide training to member retailers, who voluntarily participate to earn a Seal of Quality to indicate their participation in the network and trustworthy products and business practices.

Sub-IR 1.2: Improved access to market information

This will support IR 1 by increasing awareness of where quality input products are in demand (and what kinds), as well as by bringing in stakeholders from the input supply sectors to facilitate promotion of quality products, embedded services, and best management practices to wholesalers, retailers, and farmers. This will be supported by the Communication campaign and monitoring to be included in the updated M&E Plan.

Sub-IR 1.3: Strengthened agricultural input supply chain

Sub-IR 1.3 supports IR 1 through verification of quality input products being sold by AIRN member retailers. In addition, AIP will support retailers to improve their business development services, which include access to credit, ethical and sound business management training, improving procurement systems, quality control, marketing, packaging, and logistics. A “strengthened agricultural input supply chain” will be one which consistently delivers unadulterated, properly-labeled products whose contents match their labels- all the way from the manufacturers to the retailers. The influence of the project on the supply chain will be assessed under the collaboration PIRS (CC1).

➤ **IR 2: Improved adherence to input supply best practices**

This IR addresses the problem of gaps between quality standards and their implementation at the retail level through adherence to the standards defined by policies including the National Seed Policy, the Standing Order on Fertilizer, and the National Integrated Pest Management Policy.

Sub-IR 2.1: Increased voluntary adoption of “Seal of Quality”

Sub-IR 2.1 will demonstrate increased commitment of agricultural input retailers selling quality, unadulterated products and adhering to ethical business practices. AIP will conduct a membership drive to obtain interested members and verify the supply chains of a few major private companies, to which thousands of agricultural input retailers are affiliated. The companies’ retailers can be engaged as potential members of the AIRN by participating in AIP trainings and demonstrations. Once the retailers receive the required AIP trainings and participate in the demonstrations with farmers, the retailers will have the opportunity to obtain the Seal of Quality.

Sub-IR 2.2: Increased monitoring of systems to ensure quality inputs are sold by retailers

AIP will conduct annual audits to ensure that retailers sell quality inputs. The audit will focus on general stock analyses of input amount, types, prices and checks on

products' dates' expiry, packaging, labeling, and purity. The influence of the project on the supply chain will be assessed under the collaboration PIRS (CC1).

Aligned IR (A-IR): Improved private sector engagement in regulatory environment dialogue

This A-IR will work in close consultation with Bangladesh Policy Research and Strategy Support Program (BPRSSP) of the International Food Policy Research Institute (IFPRI) to identify key policy, legal and regulatory constraints and opportunities in the business enabling legal and policy environment. AIP staff and representatives of different inputs associations (such as BSA, BFA, BCPA) and interested projects and donors will work with concerned government agencies and conduct stakeholder seminars, meetings, and other activities to identify key policy, legal, and regulatory constraints, and to identify the means to address them (Stages 1 and 2, as per FTF Indicator # 4.5.1-24). The influence of the project on the government favorableness will be assessed under the collaboration PIRS (CC1).

➤ **IR 3: Utilization of inputs improved**

This IR addresses the problems of the lack of retailer and consumer, principally the farmer, knowledge in the appropriate, safe, and environmentally-responsible use of agricultural inputs, as well as the lack of market information on where to purchase quality input products. AIP will support retailers to organize demonstrations to show input varieties, provide embedded services, and formal and informal trainings to the smallholder farmers to achieve this result.

Sub-IR 3.1: Improved knowledge of agricultural input use

AIP will support training of AIRN retailers and farmers through the member retailers and demonstrations in order to increase optimization of utilizing inputs and embedded services of retailers.

Cross-cutting themes of a) capacity building, b) collaboration, and a) gender will be addressed under 2.4 Performance Indicators. These cross-cutting results are:

CC 1: Strengthened organizational capacities of related local organizations (guided by # 4.5.1-27)

CC 2: Collaborative initiatives (on farmer adoption of appropriate use of quality inputs, policy dialogue) increased

CC 3: Improved gender equity in agricultural input value chain (guided by # 4.5-?² adapted)

² This numbering (4.5-?) follows the style written in the FTF Indicator Handbook Definition Sheets, updated version April 2012.

2.4. Performance Indicators

Performance indicators specify the data that the project's M&E system will be collecting in order to measure progress and compare actual results over time against what was intended to be achieved. The AIP M&E PLAN includes 13 indicators (including one process and two cross-cutting indicators) that will be used to monitor progress and manage performance through the life of the project at the output and outcome levels. They include four standard Foreign Assistance (F) indicators to facilitate USAID/Bangladesh's annual reporting. Likewise, they include custom indicators that USAID/Bangladesh (USAID/B) has established as part of its DO2 PMP. Finally, in cases where these pre-established F and USAID/B indicators do not fully measure progress toward AIP planned results, this M&E PLAN includes AIP custom indicators. Together, these indicators provide a comprehensive measurement of AIP's effectiveness in meeting targeted results. Details on each of the indicators including definitions, data sources, and frequency of data collection and reporting can be found in the Performance Indicator Reference Sheets (PIRSs) provided in ANNEX 1. A comprehensive list of AIP performance indicators is presented in ANNEX 2.

AIP will report the progress on the following three cross-cutting areas also in the QPRs and Annual Reports:

1. Strengthened organizational capacities of relevant local organizations (*measured by #4.5.1-27adapted (CC1)*)
2. Collaborative initiatives (i.e. farmers' adoption of/appropriate use of quality inputs (CC2) increased (to be developed further in the updated M&E plan)
3. Improved gender equity along the agricultural inputs value chain (*measured by #4.5-?³ adapted*)

1. Strengthened organizational capacities of relevant local organizations: AIP will build the capacity of local organizations to better provide their services and to implement best business practices. These are organizations with which AIP identifies as strengthening the capacity of the input service provision providers along the value chain, i.e. microfinance or finance institutions, training or audit firms, the input association(s), policy and research partners, small business service providers, amongst others. AIP will selectively use certain fields (e.g. organizational governance, financial management, organizational management, and program management, including environmental capability) of evaluation from the Organizational Capacity Assessment Tool (OCAT) to assess their overall readiness to carry out direct implementation roles of AIP activities. M&E Specialists, along with implementing staff, will develop the assessment tools and assign appropriate scores for each field, and apply it annually while maintaining standard DQA. Score data for each organization will be recorded to

³ This numbering (4.5-?) follows the style written in the FTF Indicator Handbook Definition Sheets, updated version April 2012.

present the findings in the QPRs and Annual Reports. A detail on measuring the indicator is given in the PIRS as cross-cutting indicator.

2. Collaborative initiatives: AIP will collaborate with different organizations/actors on selected issues. These are: a) increase farmers' adoption and appropriate use of quality inputs, e.g. demand and adoption, b) strengthen organizational capacities of local organizations, and c) improve private engagement in the regulatory environment dialogue. In order to improve the utilization of agricultural inputs, AIP has planned activities with various stakeholders, e.g., input associations (BSA, BFA, and BCPA), private companies, FTF implementers (FTF Horticulture, AAPI, CSISA), which will include demonstration plots, agricultural fairs, and study tours. AIP will collaborate with Bangladesh Policy Research and Strategy Support Program (BPRSSP) aiming at improving the advocacy performing capacities of input association through their active participation in policy dialogues. All these collaborative initiatives will be monitored systematically following the methods and tools assigned in the related PIRS (CC2). This PIRS will be reviewed in the annual M&E plan update. For example, within the collaboration agenda, AIP may monitor its influence on:

- Farmers demand of quality agricultural inputs through their retailers.
- Farmers appropriate use of quality agricultural inputs.
- Associations' and private companies' (e.g. input producers, importers, retailers, dealers, etc.) commitment to selling quality and unadulterated agricultural inputs.⁴
- Associations' and private companies' resources to increase their efforts to reach smallholders with quality inputs at reasonable prices.⁵
- The relevant Government agencies' favorableness towards expanding private sector quality input supply chains.

Success stories and learning will be documented and presented in the QPR and Annual Reports. AIP will finalize a collaboration agenda at the end of year 1, which will be included in the second year Implementation Plan.

3. Improvements in women's involvement in the agricultural inputs value chain: In line with AIP's integrated gender-specific programming, the M&E PLAN will generate sex-disaggregated findings for all of its performance indicators (except for the policy and organizational capacity indicators), in order to show how AIP is contributing to improve women's involvement in the agricultural inputs supply chain through its interventions. This is reflected in all relevant PIRS. In addition, gender-disaggregated findings will be

⁴ AIP has developed an indicator to measure the progress against IR 2, namely "number of AIRN retailers increasing application and adoption of quality standards for agricultural inputs," which will be measured through a baseline and a follow-up study. The findings of the studies will ultimately reveal the results of increased (as assumed) commitment of selling quality and unadulterated agricultural inputs by the associations and private companies, as consequence of AIP's interventions.

⁵ AIP will monitor the increased number of trainings organized by the companies in the target project areas.

presented in QPRs and Annual Reports. Additionally, observations on gender influence in policy development and organizational ownership will be included in reporting.

AIP's planned gender assessments (for details please see Section 3.3.i) will focus on the community support of women retailers, the ability of the women retailers to sustain their businesses, as well as the support that they are being provided by AIP grants and the AIRN. These gender assessments will focus on the community support of women retailers, the ability of the women retailers to sustain their businesses, as well as the support that they are being provided by AIP grants and the AIRN.

The program's M&E systems will use a set of methods and tools to generate data and information. These include: a) benchmarks for selected indicators using IFPRI baseline findings, the Mid-Term Evaluation (MTE) and the Final Evaluation (FE); b) annual surveys (to capture gross margin data and the adoption/adaptation of technologies and management practices); and c) quantitative data transfers from retailers' registers and training records. For quantitative data analysis, the appropriate analytical software, such as MS Excel, MS Access and SPSS, will be used. This analytical software will be supplemented by the appropriate GIS tools, which will be identified by the GIS subcontracting firm, Spatial Systems, in PY 1.

The progress against indicators will be disaggregated whenever possible by geographic locations (districts, *upazila*), sex (male, female), gendered household type (Adult Female No Adult Male, Adult Male No Adult Female, Male and Female Adult, and Child No Adult) types of technology/management practices adopted, etc.

AIP will track an additional number of lower-level indicators to inform the day-to-day implementation of the project (ANNEX 5).

3. DATA COLLECTION AND COMMUNICATION OF PROGRESS

3.1 Baseline and Targets

Once the indicators had been selected, the AIP team conducted a thorough analysis and stakeholder consultation to establish baselines and targets for measurement. Eleven of the AIP performance indicators have a baseline value of “zero” because they measure unique project activity and the direct results of those project activities. This approach ensures a higher level of attribution and data quality, as well as more timely and cost-effective data collection. For indicators without baselines, many targets are “TBD” until the first measurements are taken. Two of the AIP performance indicators have baseline values. These two indicators require baseline assessments: the gross margin per unit of land of *brinjal* (eggplant), and application and adoption of quality standards for agricultural inputs. The baseline for the first indicator will be derived from secondary sources. Secondary sources will include credible government reports, and baselines identified by other donor-funded projects. However, the potential difficulty of obtaining reliable secondary information is noted as a potential challenge. In that case, AIP will depend on farmers’ recollections (“farmer recall”). A baseline with follow up studies (in Y 2 and Y 5) is planned for the second indicator. Targets for these indicators will be set upon completion of the baseline studies.

3.2 Data Collection Methodology and Analysis

Regular, scheduled performance monitoring requires simplicity and practicality in data collection efforts. The details of data collection methods, tools, and sources of information are mentioned in the PIRs and in ANNEX 2. As feasible and as needed, ad-hoc and structured surveys and studies will also be conducted to gain in-depth understanding of project impact, infer quantitative results from sampling, acquire qualitative information to supplement quantitative data, and highlight specific success stories for program activities. In addition, more specific and non-regular data collection activities to tease out some of the underlying dimensions of performance outcomes may be necessary from time-to-time. More rigorous, in-depth analysis on topics of special interest (as requested by the Chief of Party, CNFA Home Office, and/or in consultation with USAID) will also complement the project’s formal performance monitoring efforts.

Management data will be collected and reported quarterly in line with the cooperative agreement (Please see ANNEX 5: Numerical Output Tracker). The primary reason for the collection of such data will be activity tracking and project progress.

All AIP surveys will adopt a population-based survey style, and include both quantitative and qualitative data collected from a statistically-significant sample from 20 districts. Apart from the retailers and benefited farmers, these surveys will collect data from three national-level input associations to assess their quality service delivery mechanism/ outreach, technical capacity and relevant aspects related to input supply chains.

The sample size for all surveys will be determined according to USAID sampling guidelines (with a minimum 95% level of significance) after selecting the retailers and their respective farmer clientele in the selected *upazilas*.

3.3. Project Studies and Assessments

i. Gender Assessments

Two gender assessments will take place over the life of the program to integrate gender into policy and advocacy initiatives, and to ensure that gender programming is appropriate and well-targeted. These assessments will focus on the community support of women retailers, the ability of the women retailers to sustain their businesses, as well as the support that they are being provided by AIP grants and the AIRN. The Women's Empowerment Agricultural Index (WEAI) tool, whose 10 indicators across 5 domains will be adapted to the particular setting of women-operated agricultural input retail shops, will help guide the structure of the assessments in Years 1 and 3. The major objective of the first gender assessment in Year 1 will be to identify specific actions the AIP can take to address the primary constraints women face in the agricultural inputs sector in the southern delta of Bangladesh, with particular focus on women retailers and the availability of input packages that meet women's needs. For example, women may desire smaller packages or prefer inputs for homestead gardening.

Below is an example of an AIP adaptation of the WEAI. It will be used to gauge changes of empowerment of women in the agricultural inputs retail sector. The first Domain and its two Indicators have been changed from the original versions in the WEAI, which was designed more to reflect for the empowerment of women in field production.

Domain	Indicators	Score	Weight
Business	Input in business management decisions		1/10 (10%)
	Autonomy in retail operation		1/10 (10%)
Resources	Ownership of assets		1/15 (6.67%)
	Purchase, sale, or transfer of assets		1/15 (6.67%)
	Access to and decisions on credit		1/15 (6.67%)
Income	Control over use of income		1/5 (20%)
Leadership	Group member		1/10 (10%)
	Speaking in public		1/10 (10%)
Time	Workload		1/10 (10%)
	Leisure		1/10 (10%)

The **first gender assessment in Year 1** will identify how AIRN can enable the successful establishment of sustainable women-owned input retailers, and address gender-based challenges to increasing women's access to and safe use of quality agricultural inputs. This will take in the current degree of participation of women in the

agricultural input sector, as retailers and consumers. Outputs from the assessment will aid AIP, the AIRN and AIP sub-award recipient female-operated NGOs to integrate appropriate approaches into strategic program direction and activities. The assessment will help determine the following:

- Major limitations and challenges to women farmers to acquire inputs;
- Major limitations and challenges to women selling inputs;
- The role AIP and the AIRN can play in addressing these limitations and challenges;
- Recommendations on adjusting the modalities of matching grants and cost sharing; and
- A strategic plan with specific actions to integrate findings into the AIP.

Findings and lessons learned from the first assessment and year 1 and 2 activities will inform and improve the mid-project gender assessment, including design of the follow-on assessment and the adapted use of the WEAI.

ii. Assessment of Financial and Operational Capacity of Organizations

AIP will build the capacity of local organizations along the agricultural inputs value chain, including organizations which may become future implementers of donors, USAID, and government agricultural development activities. In order to do this, organizations will be trained in areas including the following: a) building institutional and operational capacity to better implement input supply (including environmental capacity), gender integration, economic development, and nutrition and livelihoods services; b) program design and proposal writing; and c) developing internal systems and procedures to meet USAID's Standards for Financial Management Systems. The broader objective of this kind of capacity building initiatives is to enhance the ability of local organizations to sustainably provide services beyond the purpose of implementing USAID activities, and to improve the overall operation of the input value chain.

AIP will conduct assessments of the institutional, financial and operational capacities of four industry association partners (AIRN, BSA, BFA, and BCPA) in PY1 to examine their readiness to take up program implementation responsibilities by the end of PY3.

iii. Environmental Due Diligence Review (EDDR)

The Initial Environmental Examination (IEE) approved by USAID has determined that most interventions anticipated within AIP meet Categorical Exclusion requirements and, therefore, are excluded from any further environmental review requirements. However, expected AIP linkages with Sustainably Increased Agricultural Productivity and Cross Cutting Activities and the award of small sub-grants indicate that a Negative Determination with Conditions may apply to one or more interventions. This indicates that if these activities are implemented per the specified conditions, they are expected to have no significant adverse environmental effect, but does require further environmental due diligence before program activities can be implemented.

AIP will thus conduct an Environmental Due Diligence Review in order to satisfy USAID requirements for AIP activities. AIP will also write an Environmental Mitigation and Monitoring Plan for USAID approval prior to relevant AIP intervention implementation. The EMMP will be included as an Annex in the M&E update. In addition, AIP will develop an Environmental Manual which will guide the implementation of AIP activities and ensure compliance with environmental standards, including sub-recipients and grantees. The EMMP and its respective checklists will be included with M&E team activities, i.e. site visits, supporting monitoring and reporting, etc. The results of the activities listed above will determine whether or not AIP will need to conduct a Scoping Statement, Environmental Assessment, and/or Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP).

3.4 Data Quality Assessment

AIP performance data will be of sufficiently high quality to support the appropriate level of management decisions. AIP emphasizes data quality through a concerted effort of M&E staff and technical managers. The aim of conducting a data quality assessment (DQA) is to learn about the strengths and weaknesses of the data, as determined by applying the five data quality standards- validity, reliability, precision, integrity and timeliness, which directly contribute to establishing an accountable and transparent implementation mechanism.

AIP's technical managers and internal M&E staff will conduct DQAs annually to gauge the quality of data by applying the data quality standards and examining the systems and approaches of generating data. In all cases, whether formal or informal, the findings of the assessments will be documented properly in the forms of memos or reports, and will be included as an Appendix in quarterly and annual performance reporting. The data quality assessments include such steps as verifying a sample of the data at the beneficiary level, examining the sampling and non-sampling issues, and reviewing desk and supporting documents and evidence. Based on the findings, further actions will be taken to improve data quality.

USAID DQAs

The purpose of a DQA is to ensure that USAID/Bangladesh through AIP is aware of the strengths and weaknesses of the data collected, as determined by providing five data quality standards: Validity, Precision, Reliability, Integrity and Timeliness. DQAs are used to help inform decision-makers on the extent to which the data integrity can be trusted to influence project management decisions.

USAID DQAs will focus on applying the data quality standards and examining the systems and approaches for collecting data to determine whether they are likely to produce high quality data over time. In other words, if the data quality standards are met

and the data collection methodology is well designed, then it is likely that good quality data will result. The DQAs will provide processes, protocols, and templates addressing how to:

- Assess the design and implementation of the program's data management and reporting systems
- Trace and verify (recount) data collection processes and systems of indicator results
- Address the DQA findings and implement recommendations.

The AIP quality assurance team will align with the USAID's Agency standards for DQAs and will use the following data quality standards to evaluate data quality:

Validity: Data should clearly and adequately represent the intended result.

- Are data collection agents qualified and properly supervised?
- Are steps taken to identify and correct data errors?
- Are steps being taken to minimize errors such as sampling, transcription, measurement errors and sample representativeness?
- Has an acceptable level of error been established?
- Are data quality problems clearly described in DQA final reports?

Reliability: Data should reflect stable and consistent data collection processes and analysis methods over time.

- Is the indicator clearly and objectively defined (see PIRS)
- Is a consistent data collection process used from year to year, location to location, data source to data source?
- Are there consistent sampling methods or comparable data collection instruments and procedures in place
- Are data collection and maintenance procedures periodically reviewed and documented in writing?

Timeliness: Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making.

- Is a data collection schedule in place that meets program management needs?
- Are data sufficiently up to date to be useful to the project?
- Is data properly stored and readily available?

Precision: Data have a sufficient level of detail to permit management decision making; e.g. the margin of error is less than the anticipated change.

- Is there a method for detecting duplicate data?
- Is there a method for detecting missing data?

Integrity: Data collected should have safeguards to minimize the risk of transcription error or data manipulation.

- Are there proper safeguards in place to prevent unauthorized changes to the data?
- Is there a system in place to provide independent review of data and results reported?

USAID/Bangladesh will conduct periodic Data Quality Assessment to ensure that AIP performance indicators meet USAID's data quality standards. DQA's will be completed within six months of project initiation and at least once every three years. The final schedule will be determined in coordination with the USAID/Bangladesh AOR and the AIP project team.

3.5 Integration of GIS/MIS into M&E

AIP will begin establishing an innovative Geographic Information System (GIS) in the first program year. The GIS will ultimately be integrated in to the program's M&E systems with purposeful overlaps with conventional M&E methods and tools in tracking the progress of selected indicators. The GIS will also create and update maps and graphics for visual representation of the input distribution networks, transport infrastructure, client concentration, cropping patterns, land and water usage and other relevant environment related information, product and price trends, and other information. AIP plans to update, as appropriate, with data from the Center for Environmental and Geographic Information Studies (CEGIS), the Department of Agriculture-Agricultural Information Services (DAE-AIS), and the Bangladesh Agricultural Research Council's (BARC's) Computer and GIS Unit. With the selection of the AIRN members (retailers), AIRN Agents and AIP M&E Staff will utilize Global Positioning Satellite (GPS) units to plot all known retailers by assigning each a unique identification number. This GPS database of retailers with 3,000 points across 20 program districts will then be available for stakeholders to locate these sites quickly and easily, along with providing data on key program activities and achievements of the retailers. Using the GIS, AIP will visually represent the beneficiary individuals, households, grants recipients and organizations by inter-linking M&E and MIS data with regular updates.

AIP will use various GIS software – ArcGIS, Arcview, Erdas Imagine, Google Earth, as appropriate. After the AIP subcontractor, Spatial Systems, completes the design of the web-based system, AIP will further build upon how GIS will be used at a later stage.

3.6 Reporting and Planning Schedule

AIP will report on the performance indicators and submit annual plan to the AOR as per following schedule:

1. Quarterly Performance Reports, due on October 31, January 31, April 30, July 31
2. Annual Performance Report, due on October 31 each year
3. Annual M&E PLAN, due o/a July 17 each year
4. Final Report, draft due o/a July 2; final o/a October 31

AIP M&E Specialists, GIS Specialist and the AIRN Agents will organize data collection events under the supervision of M&E Advisor and respective line supervisors. They will also support the third party evaluators/consultants guided by the COP and M&E Advisor.

In line with the annual performance report, the project will respond to USAID annual data call for USAID Performance Plan Reporting (PPR) and Feed the Future Monitoring System (FTFMS) reporting with disaggregation during September – October each year. Additionally, AIP's tracked and training beneficiaries will be submitted quarterly, with annual verification, to USAID's worldwide system TrainNet.

Other data relevant to the project and its proposed interventions, e.g. the indicated progress milestones as defined throughout the program description and specified in the Implementation Plan, will be reported. The Quarterly Progress Report (QPR) will largely cover all those quantitative data.

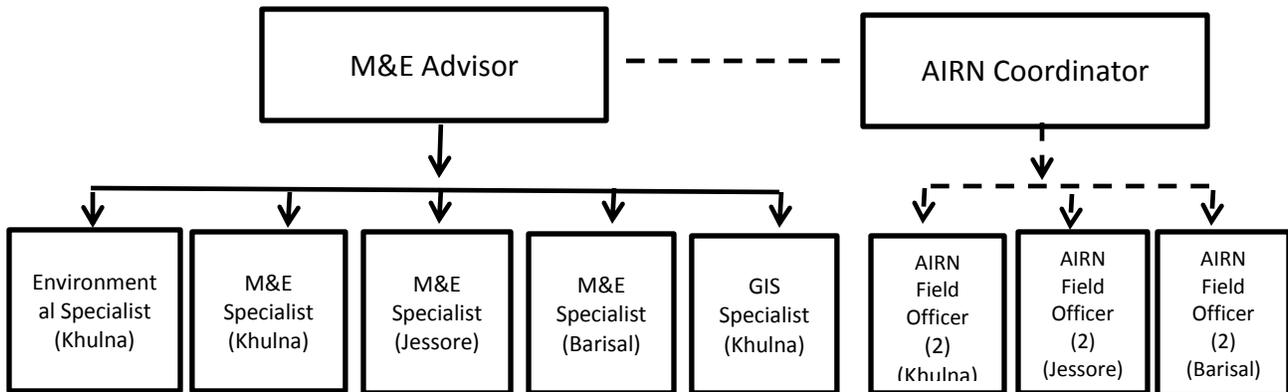
3.7 Lessons Learned

The AIP M&E system will promote a learning culture alongside its main objective of tracking the program's progress against the indicators and planned program description activities. This will promote and ensure an environment is in place for all implementing staff and stakeholders to understand the pathways of change in the lives of targeted beneficiaries as results of project interventions. Given the fact that project's planned evaluations will be vital sources of generating this knowledge, the M&E staff will document the best practices, successes/lessons learned stories, key challenges, and critical assumptions and the ways those were addressed. AIP believes, promoting a learning culture will ensure the best use of project resources and greatest success.

3.8 Communication

AIP's Communication Strategy (Please see ANNEX 6) will be linked in order to generate and disseminate knowledge products (case studies, fact sheets, briefings etc.) with stakeholders (such as, GoB officials, other FTF implementers, media, and other development project). AIP will organize regular and intermittent trainings, workshops, findings sharing sessions, coordination meetings, stakeholder consultation meetings, study tours, etc. to enhance the learning journey.

4. AIP M&E ORGANIZATION



4.1 M&E Roles and Responsibilities

Under the direction of the Monitoring and Evaluation (M&E) Advisor/Geographic Information Systems (GIS) Expert, three M&E Specialists will be based at three different offices (Khulna, a pending FTF zone location, and Barisal) one GIS Specialist (Khulna), and one Environmental Specialist (Khulna). The M&E staff will employ the appropriate methods and tools for data collection and analysis, as per the PIRS for each indicator. The M&E staff will use standardized reporting forms, primary and secondary data sources, and a variety of data collection methods, depending on the indicator and the availability of information, and as appropriate. This will include reports completed by field staff, publically-available national statistics, and primary data collected using surveys, focus groups, interviews, and the records of program partners and beneficiaries. Implementing partners and program beneficiaries will be key sources of primary data, and will be required to collect and report such data as indicated in agreements, memoranda of understanding, sub grants and subcontracts.

In the first year of implementation, AIP will begin developing several databases, including one to be filled with data on AIRN members. These databases will be updated annually to capture progress towards meeting program objectives.

AIP will establish a Management Information System (MIS) in the first year to capture data and information over the life of the program. This system will facilitate the collection of data on events such as resource mobilization, capacity building activities (trainings, workshops, demonstrations/trials, study tours, etc.) via primary and secondary sources. Registers maintained by the certified retailers and project financial and grants reports may also be used as sources of secondary information, and the AIRN Agents will play vital role in collecting the data and information. Project databases will be updated with this data and information to support the decision-making and learning processes, as well as for reporting purposes.

5. EVALUATION⁶

Mid-Term Evaluation

CNFA believes that formal evaluations are an important element of a comprehensive M&E PLAN, as they measure overall project management and performance. Formal evaluations are a key management tool in both supporting and ensuring the effective implementation of AIP and the achievement of project goals and objectives, and their planning and execution must involve the active and extensive participation of beneficiaries, stakeholders, and partners.

CNFA will undertake a midterm evaluation to supplement the regular day-to-day and quarterly performance monitoring to provide a more comprehensive review as the project is being implemented in order to identify successes and problems to be addressed to optimize project operations and resource use. It will serve as a basis for discussions with USAID, all implementing partners and involved/interested stakeholders of project operations on the activities being undertaken, the results being achieved and actions that can and should be taken to even more effectively achieve meaningful results for project beneficiaries. AIP has allocated project funds to conduct a mid-term evaluation by a third party.

Final Evaluation

AIP has allocated project funds for a performance evaluation. The evaluation will provide data, analysis and conclusions on how well the project was designed and implemented, as well as experienced-based learning on what worked, what did not, and other factors that need to be considered in planning and funding assistance programs with similar goals and objectives.

Scopes of Work (SOWs) for the three surveys/evaluations will be prepared with USAID input.

USAID or its designee will conduct evaluations focused on key implementation issues during the implementation of AIP. Evaluations will be conducted in line with ADS 203 and the USAID Evaluation Policy of January 2011 and accompanying documents. Such external evaluation (s) may include a detailed review and analysis of the development hypothesis, cause and effect dynamics, project organization, management, field work, significant outputs, and the quality and quantity of overall performance. CNFA will ensure sufficient planning for the regular collection of data that may be required for different types of evaluations, most likely performance evaluations. While monitoring will provide USAID and CNFA with early indications of AIP's progress, evaluations will provide deeper insight to help stakeholders achieve the intended results.

⁶ USAID evaluation policy (for further information):
<http://www.usaid.gov/sites/default/files/documents/1868/USAIDEvaluationPolicy.pdf>

Evaluation Questions

In line with FTF's learning agenda⁷, AIP has developed a preliminary set of strategic questions for which the initiative intends to produce evidence, findings, and answers, primarily through evaluations and also through other methods, such as performance evaluations. These may include the following:

1. To what extent, has the project been able to address the adulterated inputs in the market? (e.g. volume or share?)
2. How successful has the project been in the a) voluntary adoption and b) monitoring, c) maintenance of the Seal of Quality?
3. To what extent, has the project been able to develop a relevant, member-driven retailer network? What is the perceived a) quality and b) value of member services? What steps are required to ensure profitability and sustainability?
4. How successful has the project been in engaging input associations and private companies to strengthen input supply chains? (e.g. private sector engagement in regulatory environment dialogue)
5. How successful has the project been in benefitting smallholder farmers through increased access to quality, unadulterated inputs?
6. To what extent has the market information system contributed to improving smallholder farmers' use of quality agricultural inputs?
7. How successfully has the project integrated GIS into M&E to establish accountability and transparency in resource management? How useful is the information? What could be improved?
8. How effective has the project been in contributing to the development of industry standards for agricultural inputs?
9. What components of AIP have been the a) most, b) least effective, and c) what can be done to improve the program performance and identify new opportunities for further expansion during the life of the program?
10. To what extent have program interventions a) reduced gender gaps, b) increased women's empowerment, c) improved the number of women-owned retailers in the agricultural inputs value chain?
11. How has the program's collaborations improved farmer adoption of quality inputs? Other outcomes?
12. To what extent has the program improved local organizations eco-system of service providers to support a high-quality agro-input supply chain?
13. How has the program strengthened the qualification of local organizations to receive direct funding from USAID?

To ensure data consistency, mid-term and final evaluations will all take place in the months of April – June in the years in which they are conducted.

⁷Feed the Future's learning agenda:

http://feedthefuture.gov/sites/default/files/resource/files/ftf_learningagenda.pdf

ANNEX 1: Performance Indicator Reference Sheets (PIRS)

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Name of Indicator : Total sales of quality inputs by AIRN retailers annually
Classification: Custom Indicator
DESCRIPTION
<p>Precise Indicator Definition(s): The indicator measures the sales (in USD) of quality agricultural inputs by certified retailers over the life of the project, by tracking the registers maintained by the retailers. In identifying the sales figures, documents such as inventory lists and purchase receipts will be vetted. These sales are all counted for this indicator (of “quality” inputs) because the certified retailers with the “seal of quality” ensures the sale of agricultural inputs as per recognized industry standards for packaging, labeling, traceability, conformity with national registries of approved seeds and agrochemicals, and purity. Retailers completing business and technical training and audit will receive certification, symbolized by a “seal of quality” with a date label on the certification. They must pass yearly audits conducted by independent auditors in order to maintain the “seal of quality.”</p> <p>“Quality inputs” thus include products sold by certified retailers, and includes seed, fertilizer and crop protection products such as agro-chemicals.</p> <p>The indicator will collect both annual and cumulative sales figures.</p>
Unit of Measure: USD
Disaggregated by: a) Sex (male, female); b) Geographic location (district and <i>upazila</i>)
Direction of change: Higher is better
Justification and Management Utility: Increasing the sales of quality inputs from certified retailers is directly related to the IR of improving access to quality agricultural inputs through market systems.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Transfer data from retailers’ registers to spread sheet
Data Source(s): Retailers’ registers; AIRN Agents’ reports
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: M&E Specialist, Input Supply Chain Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in September.), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): Possible transcription errors
Actions Taken or Planned to Address Data Limitations: The AIRN Field Agents will continually visit certified retailers to reinforce certification criteria, which will include proper business records.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Quarterly; Annually
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result 1: Improved availability of quality inputs
Name of indicator: Number of farmers purchasing inputs from AIRN retailers
Classification: Custom Indicator
DESCRIPTION
Precise Indicator Definition(s): This indicator counts the number of farmers who purchase agricultural inputs from certified retailers. Agricultural inputs include seed, fertilizer and crop protection products such as agro-chemicals.
In the case where a farmer purchases more than one item from a certified retailer, he or she is still counted only once. In addition, if more than one farmer in a household is purchasing inputs, all the farmers in a household will be counted.
Unit of Measure: Number of farmers
Disaggregated by: a)Sex (male, female); b) Geographic location (district and <i>upazila</i>)
Direction of change: Higher is better
Justification and Management Utility: Increasing the number of farmers purchasing quality inputs from certified retailers is directly related to the IR of improving access to quality agricultural inputs through market systems.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Transfer data from retailers' registers to spread sheet
Data Source(s): Retailers' registers, AIRN Agents' reports
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: M&E Specialist, AIRN Agents, Input Supply Chain Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in September), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: Project will plan for appropriate actions once data limitations are identified.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Quarterly, Annually
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result 1: Improved availability of quality inputs
Name of indicator: Number of Agro-Input Retailers in the Network
Classification: Custom Indicator
DESCRIPTION
<p>Precise Indicator Definition(s): This indicator counts the number of retailers who join in the Agro-Input Retailers' Network (AIRN) to offer quality inputs and embedded services to the smallholder farmers. AIP's aims to establish a network of at least 3,000 certified retailers, who will make informed business decisions for profitable, ethical, and science-based operations. The AIRN will be formed as retailers participate in AIP trainings and earn certification by the <i>Astha</i> (Trust) Seal of Quality. A Business Ethics Committee (BEC) within AIRN will determine a set of business ethics criterion necessary for AIRN certification. AIP will conduct annual audits (independent) and monitoring of retailers to check the members' certification remains valued and trusted.</p> <p>Amongst the 3,000 retailers, 300 will be women-owned, and will be eligible for grants and other technical supports.</p>
Unit of Measure: Number of retailers
Disaggregated by: a) Sex (male, female); b) Type of retailers (seed, fertilizer, crop protection, combination); c) Geographic location (district and <i>upazila</i>)
Direction of change: Higher is better
Justification and Management Utility: The number of retailers in the AIRN is directly related to the IR of improving availability of quality inputs for the smallholder farmers through strengthened agricultural input supply chain.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Transfer data from retailers' registers to spread sheet
Data Source(s): Retailers' registers, AIRN Agents' reports
Frequency/Timing of Data Acquisition: Quarterly, annually
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: M&E Specialist, AIRN Agents, Input Supply Chain Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in September), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: Project will plan for appropriate actions once data limitations are identified, and will revisit the M&E Plan annually and informally based on project experience.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Quarterly, Annually
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet**Program/Project Objective Title:** Improved supply of quality agricultural inputs through input retailers**Intermediate Result 1:** Improved availability of quality inputs**Sub Intermediate Result 1.2:** Improved access to market information**Name of Indicator:** Gross margin per unit of land, kilogram, or animal of selected product (crops/animals/fisheries selected varies by country)**Classification:** FTF Indicator # 4.5.4 (RiA)**DESCRIPTION****Precise Indicator Definition(s):**

This indicator definition follows the FTF standard definition.

The gross margin is the difference between the total value of production of the agricultural product (for AIP it is *brinjal* (eggplant), and the cost of producing that item, divided by the total number of units in production (hectares of *brinjal*). Gross margin per hectare is a measure of net income for that farm activity. Input costs included should be those significant cash costs that can be easily ascertained. Attention should be focused on accounting for cash costs that represent at least 5% of total cash costs. Most likely items are: purchased water, fuel, electricity, seed, feed, fertilizer, pesticides, hired labor, hired enforcement, and hired machine. Unpaid, family labor does not have to be valued and included in costs.

Gross margin of *brinjal* (eggplant) is calculated from 5 data points: 1) Hectares planted, 2) Total Production during reporting period, 3) Value of Sales (USD) during reporting period, 4) Quantity of Sales during reporting period, and 5) Purchased input costs during reporting period (report only those costs that are at least 5% of total cost).

Average price = value of sales divided by quantity of sales

Gross revenue = average price x total production

Net revenue = gross revenue - purchased input cost

Gross margin (per ha)= net revenue divided by area planted/in production

Reporting includes current-year results for 1) new beneficiaries and 2) beneficiaries who have benefited in previous years from the AIP assistance and continued to benefit during the reporting year (continuing). Reporting all data points (Area), Production, Quantity of Sales, Value of Sales, and Purchased Input Cost) is critical to the ability to aggregate results across missions.

AIP selects *brinjal* (eggplant) to measure gross margin for two primary reasons. First, *brinjal* is a year-round crop. It also requires high input use, which makes it particularly relevant to AIP.

AIP will sample from beneficiaries who have implemented improved agricultural practices in demo plots of *brinjal* (eggplant) farming. At least 50 sample farmers across the project area will be chosen annually across the working area starting from the PY 2. Farm gate quantities and prices per hectare will be compared with those from control plots, and if necessary, farmer recall.

Unit of Measure: US Dollars per hectare

Disaggregated by: a) Type of crops: *Brinjal* (eggplant); b) Sex of farmer (male, female); c) Geographical area (district and *upazila*)

Direction of change: Higher is better

Justification and Management Utility: Improving the gross margin for farm commodities contributes to increasing farmers' income, and thus directly contributes to the overall objective of improved food security.

PLAN FOR DATA ACQUISITION BY AIP

Data Collection Method: Survey of beneficiaries who purchased quality inputs from retailers and adopted improved agricultural practices. This will be done by a firm contracted by the project.

Data Source(s): Farmers

Frequency/Timing of Data Acquisition: Three times per year, in line with *brinjal* cropping seasons.

Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: COP, M&E Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually, as per <i>brinjal</i> season), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): This indicator may be affected by many external factors, such as fluctuations in the market prices of commodities and/or inputs, severe weather events, pests, or crop disease epidemics which affect yields, etc. AIP will revisit this M&E Plan annually and informally based on project experience.
Actions Taken or Planned to Address Data Limitations: The project will report on possible external factors.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Annually. Review will take place more often and in line with seasonal data availability.
OTHER NOTES
Notes on Baselines/Targets: Baselines will be obtained by using 'before' and 'after' technique, following the recall (of sampled farmers) method.
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result 1: Improved availability of quality inputs
Sub Intermediate Result 1.3: Strengthened agricultural input supply chain
Name of indicator: Number of MSMEs, including farmers, receiving business development services from USG-assisted sources
Classification: FTF Indicator # 4.5.2-37 (S)
DESCRIPTION
Precise Indicator Definition(s):
This indicator definition follows the FTF standard definition.
Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FTF-supported enterprise development providers. Number of employees refers to full time-equivalent (FTE) workers during the previous month. MSMEs include producers (farmers) and the input retailers of AIRN, particularly for the case of AIP. Producers should be classified as micro, small or medium-enterprise based on the number of FTE workers hired (permanent and/or seasonal) during the previous 12 months. If a producer does not hire any permanent or seasonal labor, s/he should be considered a micro-enterprise. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. Clients may be involved in agricultural production, and input suppliers. Additional examples of enterprise-focused services include: Market Access: These services identify/establish new markets for small enterprise (SE) products; facilitate the creation of links between all the actors in a given market and enable buyers to expand their outreach to, and purchases from, SEs; enable SEs to develop new products and produce them to buyer specifications. Input supply: These services help facilitate the creation of links between SEs and suppliers and enable the suppliers to both expand their outreach to SEs and develop their capacity to offer better, less expensive inputs. Technology and Product Development: These services research and identify new technologies for SEs and look at the capacity of local resource people to produce, market, and service those technologies on a sustainable basis; supply new and improved SE products that respond to market demand. Training and Technical Assistance: These services develop the capacity of enterprises to better plan and manage their operations and improve their technical expertise; develop sustainable training and technical assistance products that SEs are willing to pay for and they foster links between service providers and enterprises. Finance: These services help SEs identify and access funds through formal and alternative channels that include credit guarantee, assist entrepreneurs in establishing links with commercial banks (letters of credit, etc.). Policy/Advocacy: These services carry out subsector analyses and research to identify policy constraints and opportunities for SEs; facilitate the organization of coalitions, associations of business people, donors, government officials, academics, etc. to effect policies that promote the interests of SEs.
Only count the MSME once per reporting year, even if multiple services are received.
Unit of Measure: Number
Disaggregated by: a) Size : micro, small, medium, as defined above; b) MSME Type (seed, fertilizer, agro-chemical, variety); c) Sex (Male, Female); d) Geographic location (district and <i>upazila</i>)
Direction of change: Higher is better
Justification and Management Utility: Improving access to business development services, contributes to the goal of improving the availability of quality agricultural inputs by improving the marketing of quality inputs. In addition, improving the marketing of quality inputs will ultimately increase the use of quality agricultural inputs, thereby increasing productivity and improving food security.
PLAN FOR DATA ACQUISITION BY AIP

Data Collection Method: Transfer data from the retailers' registers, and training records.
Data Source(s): a) Retailers' registers; b) Membership lists of AIRN, c) Training records
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: M&E Specialist
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in September), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): None. As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: Project will plan for appropriate actions once data limitations are identified.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Quarterly, Annually
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result 2: Improved adherence to input supply best practices (Quality) (Association/Retailers)
Name of indicator: Number of AIRN retailers with increasing application and adoption of quality standards for agricultural inputs
Classification: Custom Indicator
DESCRIPTION
Precise Indicator Definition(s): This indicator measures progress in two ways - the number of AIRN retailers that adopted quality standards, and farmers' responses who purchase inputs from the retailers. AIP will select the quality standards for each input category (seed, fertilizer and CPPs), capitalizing mainly on the standards set by government (i.e., regulatory standards).
Unit of Measure: Number of retailers and farmers
Disaggregated by: a) Sex of retailers and farmers (male, female); b) Type of standards (seed, fertilizer, and CPPs); c) Geographic location (district, <i>upazila</i>)
Direction of change: Higher is better
Justification and Management Utility: The number of AIRN retailers with increasing application and adoption of quality standards of agricultural inputs is directly related to the IR 2 of improving adherence to inputs supply best practices, thus contributing toward achieving IR 1 of improving availability of quality inputs.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: These standards are understandably expansive and detailed. AIP does not have the resources to carry out scientific experimentation of inputs' quality, therefore physical ways to check quality will not be used. The project will design a proxy indicator (survey document), which will be closely related to the government standards documents as its measure of this indicator. The measurement will include control experimentation to determine the attribution to AIP, which means, 4 separate groups will be chosen. The groups are: AIRN retailers and smallholder farmers served by AIRN (program groups), and Non-AIRN Retailers and smallholder farmers served by Non-AIRN Retailers (control groups). Appropriate sampling techniques will be applied, while the lists of smallholder farmers served by AIRN Retailers are to be obtained from respective retailers. The survey design will be developed by a third party contractor, who will be instructed to design and implement the frequency of data collection, which is defined below.
Data Source(s): Retailers (database of AIP, lists of local input association) and smallholder farmers
Frequency/Timing of Data Acquisition: Baseline and Y5 (subject to budget in Y4)
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: COP, M&E Advisor, Agriculture Input Supply Chain Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: by USAID (as per USAID schedule)
Known Data Limitations and Significance (if any): Selection of measurable standards with definitions
Actions Taken or Planned to Address Data Limitations: Project will make efforts to select those in Y1. . AIP will revisit this M&E Plan annually and informally based on project experience.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: In Y2 and Y5
OTHER NOTES
Notes on Baselines/Targets: TBD
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result 2: IR 2 Improved adherence to input supply best practices
Sub Intermediate Result 2.1: Increased voluntary adoption of Seal of Quality
Sub Intermediate Result 2.2: Increased monitoring of systems to ensure quality inputs are sold by retailers
Name of Indicator : Number of retailers who adopted the Seal of Quality a) new, b) ongoing
Classification: Custom Indicator
DESCRIPTION
Precise Indicator Definition(s): This indicator measures the number of retailers who adopted and maintained “seal of quality.” The certified retailers with “seal of quality” ensure selling of agricultural inputs as per recognized industry standards for packaging, labeling, traceability, conformity with national registries of approved seeds and agrochemicals, and purity. Retailers completing business and technical training and audit will receive certification, symbolized by a “seal of quality” with a date label on the certification. They must pass a yearly audit conducted by independent auditors in order to maintain the “seal of quality.” The indicator counts the number of retailers annually who achieve the seal following the third party quality audit. The retailers who obtain the ‘Seal of Quality’ for the first time will be categorized as NEW and to be aligned with Sub IR 2.1: Increased voluntary adoption of Seal of Quality; the retailers who will continue after passing the yearly audit will be categorized as ONGOING and to be aligned with Sub IR 2.2: Increased monitoring of systems to ensure quality are sold by retailers.
Unit of Measure: Number
Disaggregated by: a) Sex of retailers (male, female); b) Geographic location (district and <i>upazila</i>); c) Type of retailer (fertilizer, seed, crop protections, and variety)
Direction of change: Higher is better
Justification and Management Utility: This indicator measures project’s ability to provide quality agricultural inputs, which is the project’s overall goal. The number of retailers receiving the “seal of quality” is directly related to establishing AIRN and IR 2: Improved Adherence to Input Supply Best Practices.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Count number of certified retailers
Data Source(s): List of certified retailers
Frequency/Timing of Data Acquisition: Quarterly,
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: M&E Specialist, Input Supply Chain Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in September), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): Retailers may not be able maintain the seal of quality
Actions Taken or Planned to Address Data Limitations: Annual audits to ensure compliance with requirements in order to maintain the “seal of quality.”
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Quarterly and Annually
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes: Specific criteria will be developed by the project to define the requirements for obtaining the “seal of quality.” These criteria will determine which retailers receive or do not receive the seal of quality.
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers.
Intermediate Result 2: Improved adherence to input supply best practices
Aligned-Intermediate Result: Improved private sector engagement in regulatory environment dialogue
Name of Indicator: Number of Policies/Regulations/Administrative Procedures in development stages of analyzed, drafted and presented for public/stakeholder consultation as a result of USG assistance
Classification: Custom, Adapted FTF Indicator # 4.5.1-24
DESCRIPTION
Precise Indicator Definition(s): Number of agricultural enabling environment policies / regulations / administrative procedures in the areas of agricultural quality input supply, standards & regulation, and environmental aspects as it relates to agriculture that: Stage 1: ...underwent the first stage of the policy reform process i.e. analysis (review of existing policy / regulation / administrative procedure and/or proposal of new policy / regulations / administrative procedures). Stage 2: ...underwent the second stage of the policy reform process. The second stage includes public debate and/or consultation with stakeholders on the proposed new or revised policy/regulation/administrative procedure. AIP engages national level input associations and private companies in this endeavor, with an ultimate objective to strengthen input supply chain and guard the interest of both farmers and input sellers in collaboration with IFPRI's Bangladesh Policy Research and Strategy Support Program (BPRSSP). Considering the complexities associated with such wide issues; AIP believes, in the given 5-year project tenure, some level of success can be achieved in the first 2 stages, out of 5 stages mentioned in the FTF indicator definition.
Unit of Measure: Number
Disaggregated by: a) Sector (inputs, eg, seed, fertilizer, crop protection products); b) Stage (Analyzed and Drafted)
Direction of change: Higher is better
Justification and Management Utility: The indicator measures the number of policies / regulations / administrative procedures in the various stages of progress towards an enhanced enabling environment for agriculture whose sub-elements are specific policy sectors. This indicator is easily aggregated upward from all operating units.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Meeting minutes, documentation of events
Data Source(s): Internal and external reports (IFPRI, input associations, public companies)
Frequency/Timing of Data Acquisition: Ongoing, reported annually
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: Policy and Enabling Environment Advisor, Communication and Public Relations Specialist
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in September by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: Project will plan for appropriate actions once data limitations are identified.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result 3: Utilization of inputs Improved
Name of Indicator: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance
Classification: FTF Indicator # 4.5.2-5 (RiA) (WOG)
DESCRIPTION
Precise Indicator Definition(s):
This indicator definition follows the FTF standard definition.
<p>This indicator measures the total number of smallholder farmers that applied new technologies anywhere within the food as a result of USG assistance. This includes innovations in efficiency and input supply delivery. Any technology that was first applied in a previous year and that continues to be applied should be included as 'continuing'. Technologies to be counted here are agriculture-related technologies and innovations related to quality input supplies, including those that address climate change adaptation and mitigation (including, but not limited to, carbon sequestration, clean energy, and energy efficiency as related to agriculture). Relevant technologies could include:</p> <ul style="list-style-type: none"> • • Biological: New germplasm (varieties, breeds, etc.) that could be higher-yielding or higher in nutritional content and/or more resilient to climate impacts; affordable food-based nutritional supplementation such as vitamin A-rich sweet potatoes or rice, or high-protein maize, or improved livestock breeds; soil management practices that increase biotic activity and soil organic matter levels; • Chemical: Fertilizers, insecticides, and pesticides sustainably and environmentally applied, and soil amendments that increase fertilizer-use efficiencies; • Management and cultural practices:; sustainable land management practices; information technology, improved/sustainable agricultural production, increased use of climate information for planning disaster risk strategies in place, and climate change mitigation., IPM as related to agriculture should be included as improved technologies or management practices. <p>Significant improvements to existing technologies should be counted. In the case where, for example, a farmer applies more than one innovation as a result of USG assistance, they are still only counted once. Also, if more than one farmer in a household is applying new technologies, count all the farmers in the household who apply.</p>
Unit of Measure: Number of farmers
Disaggregated by: a) New = This reporting year is the first year the individual applied the new technology or practice. Continuing = The person first applied the new technology or practice in a previous year and continues to apply it; b) Sex (male, female); c) Geographic location (district and <i>upazila</i>); d) Type of technology
Direction of change: Higher is better
Justification and Management Utility: Adoption of improved agricultural practices and technologies is critical to increasing agricultural productivity (Intermediate Result 2.1).
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Survey of beneficiaries conducted by a firm subcontracted by the project.

Data Source(s): a) list of served farmers who buy quality products from certified retailers as indicated from registers/records; and b) survey responses of those farmers.
Frequency/Timing of Data Acquisition: Data will be collected annually
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: COP, M&E Advisor
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in Sept.), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): None. As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: Project will plan for appropriate actions once data limitations are identified.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Review and Reporting of Data: Annually. Since the project has just started, actual data is expected to be available by the end of Project Years 2-5.
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Intermediate Result3: Utilization of Inputs Improved
Sub Intermediate Result 3.1: Improved (farmer) knowledge of agricultural input use
Name of Indicator: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training.
Classification: FTF Indicator # 4.5.2-7 (RiA) (WOG)
DESCRIPTION
<p>Precise Indicator Definition(s):</p> <p>This indicator definition follows the FTF standard definition.</p> <p>The number of individuals to whom significant knowledge or skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills should be counted. This includes farmers, who receive training in a variety of best practices in productivity, safe use handling of CPPs, post-harvest management, linking to markets, etc. It also includes entrepreneurs (such as input retailers) receiving training in application of new technologies, management, linking to markets, etc., and training to extension agents/specialists (such as staff members of GO-NGO, private sectors/companies) and others who are engaged in the food, and agricultural activities. In-country and off-shore training are included. The specific capacity building events include the following: demonstrations of various types of agricultural inputs (with field days), workshops, site visits, agricultural exhibitions and study tours, etc. Training should include food security, sustainable agriculture, and climate change resilience/ environmental issues, but should not include nutrition-related trainings, which should be reported under indicator # 3.1.9-1 instead.</p> <p>This indicator is to count <i>individuals</i> receiving training, for which the outcome, i.e. individuals applying new practices, should be reported under #4.5.2-5.</p> <p>The number of project staff receiving training is not included in this indicator.</p>
Unit of Measure: Number
<p>Disaggregated by:</p> <p>a) Type of individual:</p> <ul style="list-style-type: none"> -Producers (farmers) -People in government (e.g. policy makers, extension workers) -People in private sector firms (e.g. retailers, processors, service providers, manufacturers) -People in civil society (e.g. NGOs, CBOs, CSOs, research and academic organizations) <p><i>Note: While producers are included under MSMEs under indicator 4.5.2-37, only count them under the Producers and not the Private Sector Firms disaggregate to avoid double-counting. While private sector firms are considered part of civil society more broadly, only count them under the Private Sector Firms and not the Civil Society disaggregate to avoid double-counting.</i></p> <p>b) Sex (male, female)</p> <p>c) Geographic location (district and <i>upazila</i>)</p>
Direction of change: Higher is better

<p>Justification and Management Utility: This indicator is connected to the desired outcome of improved application of technologies and management practices (# 4.5.2-5), chosen by AIP. Measuring different capacity building events over a given reference period is a direct indicator that helps to capture the following:</p> <ul style="list-style-type: none"> - A more diversified knowledge and skill of smallholders, which will directly contribute to the adaptation of new technologies and management practices. - Strengthened capacity of agricultural input member associations, private companies, and wholesalers, which will contribute to increasing production and productivity through an improved supply chain of quality inputs. - Increased capacity of retailers to make quality, safe agricultural inputs available to smallholder farmers.
<p>PLAN FOR DATA ACQUISITION BY AIP</p>
<p>Data Collection Method: Some of the training events will be direct; Others will take place utilizing a “Train the Trainer” model where the retailers conduct the training. A sign-up sheet will be utilized at all trainings, events, etc. to track attendees. Sign-up sheet will have subject matter, date and duration of the training.</p>
<p>Data Source(s): Retailers’ training attendance records, records of demonstration plots, records of capacity building events (subject matter, date, duration, and sign-up sheets)</p>
<p>Frequency/Timing of Data Acquisition: Data collected throughout the year, and reported quarterly</p>
<p>Estimated Cost of Data Acquisition: TBD (should be negligible)</p>
<p>Responsible Individual(s) at AIP: Monitoring and Evaluation (M&E) Field Staff, Training Coordinator</p>
<p>DATA QUALITY ISSUES</p>
<p>Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually), by USAID – once every three years (as per USAID schedule)</p>
<p>Known Data Limitations and Significance (if any): The indicator requires data collection from various events with varying frequencies. There is a possibility of “double counting” of the beneficiaries, as many individuals will likely attend more than one event at which attendance is taken.</p>
<p>Actions Taken or Planned to Address Data Limitations: Count total numbers of participants at trainings/events, etc., as well as the number of individual participants who attend more than one training/event. . AIP will revisit this M&E Plan annually and informally based on project experience.</p>
<p>PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING</p>
<p>Review and Reporting of Data: Quarterly, Annually</p>
<p>OTHER NOTES</p>
<p>Notes on Baselines/Targets: Baseline is zero</p>
<p>Location of Data Storage: Khulna and Barisal Offices</p>
<p>Other Notes:</p>
<p>THIS SHEET LAST UPDATED ON: 22/05/2013</p>

Indicators for cross-cutting issues

Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Name of Indicator : Strengthened organizational capacities of related local organizations
Classification: Custom Indicator (Cross-cutting), guided by FTF Indicator # 4.5.1-27
DESCRIPTION
<p>Precise Indicator Definition(s): This indicator measures the number of local organizations who strengthen organizational capacities through AIP interventions. The local organizations are divided into two groups in terms of having AIP interventions. The first group includes the principal partners, AIRN, BSA, BFA, and BCPA who will receive support to gain organizational maturity in order to qualify for direct implementation awards by USAID and for direct implementation of project activities. The second group is other local organizations to prepare them to implement project activities through AIP sub-awards.</p> <p>Guided by the indicator # 4.5.1-27, AIP will work with and guide a third party organization to adapt the Organizational Capacity Assessment (OCA) tool. A third party is necessary for impartiality and objectivity. The OCA tool will be adapted to develop a score to measure the organizational capacity by selectively use the fields of evaluation of the tool. The fields are: governance, administration, human resources management, financial management, program management, understanding of agricultural environmental issues in Bangladesh and USAID regulations, and project performance management.</p> <p>The results entered for this indicator is calculated using the following numerator and denominator. Numerator: the total number of points scored Denominator: the total number of points possible, which may vary depending on the inclusion of optional OCA sections where relevant. The OCA tool will be used to assess organizations' extant capacity first and points assigned, and subsequent OCA assessments' assigned points will track their progress.</p>
Unit of Measure: Percent
Disaggregated by: None for reporting purpose
Direction of change: Higher % is better
Justification and Management Utility: Building the capacity of the local organizations is crucial to sustainable development and long-lasting changes in a community. This indicator measures progress in actual local capacity development and will be used by AIP management to report progress towards achieving local capacity development objectives.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Collect directly from the local organizations using the tool with evidencing related docs.
Data Source(s): Local organizations' records (financial reports, manuals, audit reports, meeting minutes)
Frequency/Timing of Data Acquisition: Baseline for each organization, with repetition as required.
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s): SCBA will outsource to a third party organization.
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in Sept. or as required), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): None. As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: Project will plan for appropriate actions once data limitations are identified. AIP will revisit this M&E Plan annually and informally based on project experience.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Review and Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets: TBD
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013
Performance Indicator Reference Sheet
Program/Project Objective Title: Improved supply of quality agricultural inputs through input retailers
Name of Indicator : Collaborative initiatives (on farmers' adoption of appropriate use of quality inputs) increased
Classification: Custom Indicator (Cross cutting)
DESCRIPTION
Precise Indicator Definition(s): The indicator measures the number of joint initiatives taken with various stakeholders aiming to: <ol style="list-style-type: none"> 1. Increase farmers' adoption and appropriate use of quality inputs, 2. Strengthen organizational capacities of local organizations, and 3. Improve private engagement in the regulatory environment dialogue. <p>Stakeholders include, but are not limited to, input association (BSA, BFA, BCPA), private companies, FTF implementers (WF, Horticulture, AVC, AAPI, CSISA), and BPRSSP. The potentials areas of collaboration are: a) organized demonstration plots, agricultural fairs, and study tours, b) organizational capacity building, and c) improve advocacy performing capacities (of input associations) through partnering with BPRSSP.</p>
Units of Measure: 1) The units of measure will be devised with collaborating partners, particularly those whose outputs are centered higher than input supply improvement in agriculture value chains, e.g. production through adoption of quality inputs from jointly implemented demonstration plots; 2) units of measure will be devised once the OCA tool is adapted (see PIRS indicator immediately above: Strengthened organizational capacities of related local organizations, 3) units of measure will be number of collaborative events specifying collaborators that address improvement of the policy and regulatory environment.
Disaggregated by: a) Partner/organization/institution/company with category; b) Activity type
Direction of change: Higher is better
Justification and Management Utility: Increasing the number of collaborative initiatives cross cuts to the project objective and all IRs simultaneously. These initiatives will build synergies among the FTF implementers, local organizations, associations, and companies in order to maximize the results and impacts of carried out interventions.
PLAN FOR DATA ACQUISITION BY AIP
Data Collection Method: Transfer data from retailers' registers to spread sheet, grants reports,
Data Source(s): Retailers' registers; AIRN Agents' reports
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: TBD
Responsible Individual(s) at AIP: M&E Specialist, AIRN Agents
DATA QUALITY ISSUES
Date of Initial and Future Data Quality Assessment: DQA by project M&E unit (annually in Sept.), by USAID – once every three years (as per USAID schedule)
Known Data Limitations and Significance (if any): None. As the project moves forward with the implementation, data limitations will be identified and recorded.
Actions Taken or Planned to Address Data Limitations: . Project will plan for appropriate actions once data limitations are identified. AIP will revisit this M&E Plan annually and informally based on project experience.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Review and Reporting of Data: Quarterly; Annually
OTHER NOTES
Notes on Baselines/Targets: TBD
Location of Data Storage: Khulna and Barisal Offices
Other Notes:
THIS SHEET LAST UPDATED ON: 22/05/2013

ANNEX 2: AIP Performance Indicators

SPS REFERENCE (F)	INDICATOR NAME	TYPE	Source
AIP Objective: Improved supply of quality agricultural inputs through input retailers			
Custom 1	Total sales of quality inputs by AIRN retailers annually	Outcome	Retailers' registers, AIRN Agents' Reports
Intermediate Result 1: Improved <u>AVAILABILITY</u> of quality inputs (RETAILER/SUPPLIER)			
Custom 2	Number of farmers purchasing from AIRN retailers	Output	Retailers' registers, AIRN Agents' Reports
<i>Sub-IR 1.1: Established Agro Input Retailers Network (AIRN)</i>			
Custom 3	Number of Agro-Input Retailers in the Network (process indicator)	Process	Retailers' registers, AIRN Agents' Reports
<i>Sub-IR 1.2: Improved access to market information</i>			
FTF (#4.5.4)	Gross margin per unit of land, kilogram, or animal of selected product	Outcome	Sample Farmers
<i>Sub-IR 1.3: Strengthened agricultural input supply chain</i>			
FTF (#4.5.2-37)	Number of MSMEs, including farmers, receiving business development services from USG-assisted sources	Output	Retailers' registers, Membership lists of AIRN. Training records
IR 2: Improved adherence to input supply best practices (<u>QUALITY</u>) (ASSOCIATION/RETAILER)			
Custom 4	Number of AIRN retailers with increasing application and adoption of quality standards for agricultural inputs. AIP will revisit this M&E Plan annually and informally based on project experience.	Outcome	Retailers (database of AIP & lists of input association) and smallholder farmers
<i>Sub-IR 2.1: Increased voluntary adoption of Seal of Quality</i>			
Custom 5-1	Number of retailers who adopted the seal of quality(new),	Outcome	List of certified retailers
<i>Sub-IR 2.2: Increased monitoring of systems to ensure quality inputs are sold by retailers</i>			
Custom 5-2	Number of retailers who adopted the seal of quality (ongoing)	Outcome	List of certified retailers
<i>A-IR: Improved private sector engagement in regulatory environ dialogue</i>			
CUSTOM6A dapted #4.5.1-24	Numbers of Policies/Regulations/Administrative Procedures in each of the following stages of development as a result of USG assistance in each case: Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation.	Output	Internal and external reports (IFPRI, input associations)
IR 3: <u>UTILIZATION</u> of inputs improved (FARMER)			

SPS REFERENCE (F)	INDICATOR NAME	TYPE	Source
FTF (#4.5.2-5)	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	Outcome	Lists of served farmers from the retailers' registers/records, survey responses of those farmers
<i>Sub-IR 3.1: Improved (farmer) knowledge of agricultural input use</i>			
FTF (#4.5.2-7)	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training.	Output	Retailers' training attendance records, records of demonstration plots, records of capacity building events (subject matter, date, duration, and sign-up sheets)
Cross cutting indicators			
CC 1	Strengthened organizational capacities of related local organizations	Outcome	Local organizations' records (financial reports, manuals, audit reports, meeting minutes)
CC 2	Collaborative initiatives increased	Outputs	Retailers' registers; AIRN Agents' reports

ANNEX 3: Performance Data Table

Indicator Title	Unit of Measure	Disaggregation (as appropriate)	Baseline Year	Baseline Value (FTF zone)	Baseline Value	2013 Target	2014 Target (projected)	2015 Target (projected)	2016 Target (projected)	2017 Target (projected)
Program Objective Number and Title: DO 2 Food Security Improved										
CUSTOM Indicator 1: Total sales of quality inputs by certified retailers annually	US Dollars	a) Sex of retailers (male, female); b) Geographic location (district, <i>upazila</i>)	2013	Not available	0	\$0.25 mil ⁸	\$8.75mil ⁸	\$20 mil ⁸	\$33 mil ⁸	\$38mil ⁸
CUSTOM Indicator 2: Number of farmers purchasing from certified retailers	Number of farmers	a) Sex (male, female); b) Geographic location (district and <i>upazila</i>)	2013	Not available	0	TBD	TBD	TBD	TBD	TBD
CUSTOM Indicator 3 : Number of Agro-Input Retailers in the Network	Number of retailers	a) Sex of retailers (male, female); b) Types of retailers (seed, fertilizer, crop protection, combination), c) Geographic location (district, <i>upazila</i>)	2013	Not available	0	50	2500 (certified 2,000)	750 (Certified 500)	750 (Certified 500)	
FTF Indicator # 4.5.4: Gross Margin per capita of land, kilogram, or animal of selected product	US Dollars per hectare	a) Type of crops: <i>Brinjal</i> , b) Sex of farmer (male, female), c) Geographical area (district and <i>upazila</i>),	2013	Not available	TBD from farmers recall	TBD	TBD	TBD	TBD	TBD
FTF Indicator # 4.5.2-37: Number of MSMEs, including farmers, receiving business development services from USG-assisted sources	Number of retailers	a) Size : micro, small, medium, as defined above; b) MSME Type (seed, fertilizer, agro-chemical, variety) c) Sex (Male, Female); d) Geographic location (district and <i>upazila</i>)	2013	Not available	0	TBD	TBD	TBD	TBD	TBD
CUSTOM Indicator 4: Number of AIRN retailers with increasing application and adoption of quality standards for agricultural inputs	Number of retailers and farmers	a) Sex of retailers and farmers (male, female), b) Type of standards (seed, fertilizer, and CPPs), c) Geographic location (district, <i>upazila</i>)	2013	Not available	0	TBD	TBD	TBD	TBD	TBD

⁸ All yearly target values are projected and can be quantified and therefore more exactly ascertained following AIP investigations into retail businesses' actual turnover in the project area.

CUSTOM Indicator 5.1 and 5.2: Number of retailers who adopted seal of quality	Number of retailers	a) Sex of retailers (male, female); b) Geographic location (district and <i>upazila</i>); c) Type of retailer (fertilizer, seed, crop protections, and variety)	2013	Not available	0	TBD	TBD	TBD	TBD	TBD
CUSTOM Indicator (Adapted FTF # 4.5-24): No. of Policies/Regulations/Administrative Procedures in each of the following stages of development as a result of USG assistance in each case : Stage1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation	Number of policies/regulation/administrative procedures	a) Sector (inputs, eg, seed, fertilizer); b) Stage (Analyzed and Drafted)	2013	Not available	0	0	1	2	3	2
FTF Indicator # 4.5.2-5: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	Number of farmers	a) New = This reporting year is the first year the individual applied the new technology or practice. Continuing = The person first applied the new technology or practice in a previous year and continues to apply it; b) Sex (male, female); c) Geographic location (district and <i>upazila</i>); d) Type of technology	2013	Not available	0	42,900 ⁹	171,500 ⁹	278,600 ⁹	335,800 ⁹	171,500 ⁹
FTF Indicator # 4.5.2-7: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	Number of individuals	a) Type of individual: -Producers (farmers) -People in government (e.g. policy makers, extension workers) -People in private sector firms (e.g. processors, service providers, manufacturers) -People in civil society (e.g. NGOs, CBOs, CSOs, research and academic organizations); b) Sex (male, female); c) Geographic location (district and <i>upazila</i>)	2013	Not available	0	5,947 ¹⁰	18,728 ¹⁰	16,340 ¹⁰	10,000 ¹⁰	5,000 ¹⁰

⁹ These year-wise figures are also based on projections; the real figures will be assigned after taking first round/first year implementing experience.

¹⁰ These year-wise figures are also based on projections; the real figures will be assigned after taking first round/first year implementing experience. The assumption is that the all mandated environmental requirements are completed and approved by September 05, 2013.

ANNEX 4: Performance Management Task Schedule

Title	Reason	Date	Frequency	Person Responsible	Notes / Next Steps
Selection of Project working area (upazilas)	AIP will work in 90 upazilas out of 122 upazilas in FTF 20 districts. This selection is the first step to select 3,000 retailers from these 9-0 upazilas	Jan–Feb 2013	Once	Senior Capacity Building Advisor (SCBA)	Initially, in Y1, 25 <i>upazilas</i> will be selected in 5 districts.
Selection of retailers	This is the first step to form AIRN	Mar–June 2013	Once	Senior Agro Business Advisor (SABA)	AIRN formation
Baseline establishment	Compare the results over the life of the project	Apr 2013	Once	M&E Advisor	Set targets by years to achieve the results
Finalize M&E PLAN	To guide the whole data/information collection and reporting on the progress	Apr 2013	Annual	M&E Advisor	Revise the living document as needed
Operationalize internal program monitoring	To implement M&E PLAN	Feb 2013–Sep 2017	Once	M&E Specialists	Communicate M&E findings to internal and external stakeholders
Operationalize GIS System	To implement GIS system	May 2013–Sep 2017	Once	GIS Specialist	Integrate into M&E systems
Gender Assessment	To develop strategies for women retailers and track AIP activities in	April 2013& April 2016	Twice	Policy & Enabling Advisor	Will be followed up in Y4
Assessment of Financial and Operational Capacity of Organization	Develop capacity building of local organizations to support them to be the future USG fund recipients	Jan 2016–Sept 2017	Once	External Consultant	Develop capacity building packages for the organizations
Environmental Due Diligence Review (EDD)	Plan for environmental monitoring, mitigation and reporting	Apr 2013	Once	External Consultant	Develop Environmental Manual to guide AIP activities and ensure compliance
Mid Term Evaluation	Conduct MTE	Apr -Jun – Sept 2015	Once	External Consultants	Comprehensive review of project successes and challenges
Final Evaluation	Conduct FE	Apr -Jun 2017	Once	External Consultants	Comprehensive review on how well the project was designed and implemented, draw experience-based learning for future planning and funding assistance with similar goals and objectives

ANNEX 5: Lower-level Indicator Tracker

Activity	LOP Target	Year 1 Target	Projected Targets			
			Year 2	Year 3	Year 4	Year 5
1 Establish Agro input Retail Network						
1.1. Establish the Agro Input Retailers Network						
Improved capacity of leading input industry associations (BSA, BFA, BCPA, and AIRN) (# org.)	4	1	2	1	N/A	N/A
Develop new member services (# services)	12	2	3	4	3	N/A
Develop new strategic partnerships with multi-national companies (# company)	12	2	4	4	2	N/A
Conduct policy dialogue events by assisted associations with government officials (# policy dialogues)	32	4	6	6	8	8
Provide matching grants (\$1,000) to women retailers (# women retailer)	300	20	200	80	N/A	N/A
1.2 Trainings/seminars national and international study tours						
Conduct AIRN business and technical training sessions (# sessions)	160	24	96	40	N/A	N/A
AIRN retailers attend business and technical training (# retailer)	3,000	432	1,728	840	N/A	N/A
Conduct regional and local study tours (5 regional + 5 local) (# of tour)	10	N/A	3	3	3	1
Retailers and other stakeholders participate in the study tours (at least 20% are women) (# participant)	125	N/A	35	42	40	8
New business models introduced and adopted by input retailers (# module)	8	N/A	2	2	2	2
New business models introduced and adopted by input wholesalers (# module)	3	N/A	N/A	N/A	2	1
Provide ToT on Business Management Training to master trainers (Male 5, Female 2) (# person)	7	7	N/A	N/A	N/A	N/A
Conduct training of trainer sessions for commercial trainer (# person)	20	5	15	N/A	N/A	N/A

Activity	LOP Target	Year 1 Target	Projected Targets			
			Year 2	Year 3	Year 4	Year 5
Commercial trainers conduct training to AIRN, BSA, BFA and BCPA members (# participant)	3,015	515	2,000	500	N/A	N/A
Conduct CropLife Asia designed 'safe use' training to AIRN retailers (# participant)	3,000	N/A	1,000	1,000	1,000	N/A
Conduct village sessions on garnering support from families and neighbors for women retailers (# sessions)	300	20	200	80	N/A	N/A
1.3 Prepare and distribute brochures						
Enhancement of existing best practice materials and develop guides for key crops (# crops)	14	2	4	4	4	N/A
Distribute print materials on key crops (# copy)	10,000	1,450	2,850	2,850	2,850	N/A
Develop new educational publications (# publication)	23	3	5	5	5	5
Develop new materials by the private sector companies (# material)	9	N/A	2	3	4	N/A
Create AIRN logo	1	1	N/A	N/A	N/A	N/A
Develop project brochure	1	1	N/A	N/A	N/A	N/A
2 Market Information Systems						
2.1 Analysis and distribution of Ag-Inputs						
Monthly Price Outlook						
Publish Ag-Input Monthly Price Outlooks (# Outlook)	48	N/A	12	12	12	12
Distribute print version through retailers and advisory centre across (# copy)	200,000	N/A	50,000	50,000	50,000	50,000
Utilize GPS to plot retailers assigning unique identification numbers (# retailer)	3,000	500	2,000	500	N/A	N/A
Develop a directory of retailers (# retailer)	3,000	500	2,000	500	N/A	N/A
2.2 Agricultural exhibitions						
Facilitate annual exhibitions (# exhibition)	5	N/A	2	1	2	N/A
National companies participating in the exhibition (# company)	80	N/A	25	18	37	N/A
Multinational Input supply companies participate in the exhibition (# company)	20	N/A	6	4	10	N/A
Exhibition of new products (# product)	100	N/A	25	15	60	N/A

Activity	LOP Target	Year 1 Target	Projected Targets			
			Year 2	Year 3	Year 4	Year 5
2.3 Collaborative demonstration plots with other FTF program						
Organize demonstration plots (# demonstration plot)make consistent with WP int. 2	500	65	150	150	85	50
Farmers participate in the demonstration plots (# of farmer)	50,000	5,000 ¹¹	15,000	15,000	10,000	5,000
Test and adopt new input products (# product)	30	3	7	8	8	4
Results of demonstration trials' results disseminated through radio and other media outlets (# event)	15	2	5	5	2	1
3 Quality control and standards and regulatory constraints						
3.1 Adherence to Industry standards						
Develop, adopt, and monitor new input quality standards (# standard)	6	1	2	1	1	1
3.2 Certification and business ethics						
Create quality standards and business ethics monitoring committee (# committee)	1	N/A	1	N/A	N/A	N/A
Certification of retailers (# retailer)	3,000	N/A	2,000	500	500	N/A
Smallholders served by certified retailers (# smallholder)	1,000,000	N/A	700,000	175,000	125,000	N/A
3.3 Monitoring						
Input companies participate in the Business ethics committee (# company)	3	N/A	3	N/A	N/A	N/A
Conduct audit annually by independent auditors on business ethics(# audits)	4	N/A	1	1	1	1
Retailers audited renewing certification each year (80% of the retailers)(# retailer)	2,400	N/A	1,600	400	400	N/A
3.4 Coordination of policy, legal and regulatory constraints						

¹¹ The assumption is that the all mandated environmental requirements are completed and approved by September 05, 2013.

Activity	LOP Target	Year 1 Target	Projected Targets			
			Year 2	Year 3	Year 4	Year 5
Identify policy constraints and present to the policy dialogue group(# policy constraint)	8		2	2	2	2
Conduct gender assessment and follow-up assessment (# assessment)	2	1	N/A	N/A	1	N/A
Form Program Advisory Committee consisting of public and private stakeholders (# committee)	1	N/A	1	N/A	N/A	N/A
Organize semi-annually meetings of AIP Advisory Committee (# meeting)	8	N/A	2	2	2	2
4. Strengthening local organizations						
Provide sub-awards to local implementing partners (# awards)	30	N/A	10	15	5	N/A
Develop specific technical assistance package for all local organizations (# package)	1	1	N/A	N/A	N/A	N/A
Value of sub-awards provided to local implementing partners	\$750,000		to be determined			
Local organizations and businesses developed to deliver improved input service provision (# organization)	20	N/A	N/A	10	10	N/A
Provide TA to develop pre-award survey by local accounting firm (# tech. assistance)	1	N/A	1	N/A	N/A	N/A
Local organizations qualify to implement USG-funded programming (# organization)	3	N/A	N/A	N/A	2	1

ANNEX 6: Communication Strategy



Agro-Inputs Project Communications Strategy

EXECUTIVE SUMMARY:

The Communications Strategy for Agro-Inputs Project (AIP) will identify the communication objectives, key messages, target audiences, and approaches to reaching target audiences. It includes communication strategies and tactics accompanied with an initial plan for articulating the strategies in terms of program activities over the next five years.

This Communication Strategy will contribute in building higher synergy and understanding on project's strategies, on-going interventions, accomplishments and impacts among the internal and external stakeholders through effective communications.

AIP's Communication Strategy provides a framework to enable AIP to communicate more effectively with its target audiences through project activities, public relation materials, top-tier media, and social media. To ensure AIP's operations have greater development impact, the Strategy promotes:

- Awareness and understanding of AIP's activities, goals, objectives, and results;
- Sharing and exchange of development knowledge and lessons learned;
- Greater two-way flow of information between AIP, US Government, Government of Bangladesh and all other project audiences and beneficiaries.

OBJECTIVES:

AIP's Communications Strategy is two-fold. It must communicate effectively the Project's purpose, goals and indicators of success to its beneficiaries, Bangladeshi general public and media, while keeping its stakeholders informed of its progress through reports, memos and daily dialogue with USAID.

KEY MESSAGES:

- As a flagship U.S. Feed the Future (FTF) program, the USD \$15 million Agro-Inputs Project implemented through the collaboration of USAID Bangladesh, CNFA and GOB will help vulnerable Bangladeshi farmers escape hunger and poverty by increasing smallholder's production and productivity through improved access to quality agricultural inputs.
- With the creation of the Agro-Inputs Retailers Network (AIRN), AIP will provide service to over 1 million smallholders, impact more than 5 million individuals across 20 southern districts and generate more than \$100 million in sales of quality agricultural inputs by 2017.
- By the close of the project, AIP will have improved the food security for Bangladeshis by establishing a network of 3,000 retailers from which 300 will be women-owned retailers for the first time in Bangladesh.

TARGET AUDIENCES

AIP works with and seeks to influence a broad range of audiences (Box 1). Each target audience is important to AIP and will contribute to its success. AIP is funded by USAID and is the most important partner in day-to-day operations. Strong relationships with PNGOs and associations are critical if AIP is to achieve its goals in the field. Trusted relationships with other audiences including retailers and farmers in southern Bangladesh are integral to enhancing AIP's operations. Strengthening relationships with audiences will remain the responsibility of the AIP Team.

Box 1: Target Audiences

- USAID Bangladesh
- Government of Bangladesh
- Agro-Input Retailers
- Associations
- Other FTF Implementers
- The General Public
- Youth
- Local Media
- Farmers
- Local NGOs
- Academia

APPROACHES TO REACHING AUDIENCES

Building strong and lasting relationships with target audiences will require personal interactions and regular exchange of information, not just through public relations materials.

AIP will deepen its relationships with top-tier media. Appearances by AIP Team on broadcast media such as newspapers, magazines, and perhaps TV news programs and in radios will

increase AIP's visibility and operations. To reach out to English speaking target audiences, all mediums will be in English and to reach out to Farmers and local partners in the field, all mediums will be in Bangla.

AIP Team will continue to promote AIP messages and its work at conferences, seminars, and other external events.

The Chief of Party is the first point of contact. He/she will lead efforts to raise AIP's profile among target audiences through personal contacts, speeches at high-level forums, and interviews with the media. The senior staffs will also communicate actively with the audiences.

STRATEGIES AND TACTICS

Strategy 1: All project activities will reflect and promote USAID

Tactic: Proper visibility of USAID

- USAID will be informed during all promotion of AIP activities and milestones.
- USAID logo and brandmark will be clearly visible.
- All English communication materials will include the English tagline, "From the American People", and Bangla communications will include the Bangla tagline, "Americar jonogoner pokkho theke," and the USAID identity will be required for all print materials.
- Communications materials to be branded include any and all booklets, banners, newsletters, press releases, reports, audio-visual productions, web sites, and any other promotional materials.

Strategy 2: Facilitate a common understanding of the Agro-Inputs Project's purpose and indicators of success

Tactic: Engage in an active media relations program to gain greater visibility of AIP

- Create and frequently update a media distribution list of local media.
- Work with HQ to submit entries to USAID Impact blog and Frontlines.
- Develop a quarterly external newsletter providing Project updates, event schedule and market information system.
- Engage in a local radio campaign to disseminate the Project's successes and progress.
- Participate in electronic media campaigns about AIP and AIRN and its purpose.
- Themes and contents of media briefing will first be developed, and then the securing of CNFA and USAID approval to comply with the Branding Strategy and Marking Plan of CNFA and USAID.

- Utilize the AIP website to provide market information, engage retailers, farmers, partners and associations in the project's progress and publicize AIRNs' success and progress.
- The website will include: AIP overview, Resource Center, Events, GIS, and links to social media networks such as Facebook, Twitter, and LinkedIn.

Tactic: Develop an inclusive AIP video and image library

- Hire a local photographer to create an inclusive image library
- Develop a documentary to showcase the Project's success and how this innovative AIP is providing high quality inputs to farmers and addressing poverty and food security in the southern part of Bangladesh.

Strategy 3: Proactively promote the longevity of Agro-Inputs Retailer Network (AIRN)

Tactic: Create customized branding and marking plan for AIRN

- Create a branding and marking plan for Agro-Input Retailers Network (AIRN) that will provide consistency among the entire network of retailers.
- Create an AIRN logo and post the logo in each retailer shop recognizing them as a member of the network.
- Provide each Agro-Input Retailer with kits equipped with AIP-branded administrative items, including proper packaging and labeling.
- Create Astha 'Seal of Quality' logo for retailers to use once they become an established entity of the network
- Visualize AIRN retailers' locations and other important information, such as, cropping pattern, agro-ecology, demographic pattern etc. through Geographic Information System (GIS).
- Promote AIRN to farmers through demonstration plots, study tours, campaigns and agricultural fair.
- Publish AIRN Retailers Directory, which will provide information of retailer's profiles, contact information, and available products and services.
- Develop mobile monitoring that will utilize fiscal memory machines with mobile capabilities to monitor AIRN retailers' business operations such as inventories and sales.

- Train retailers to become efficient sellers and also in advertising and in-store product display.
- Schedule follow-up visits to all Agro-Input Retailers on a regular basis to monitor progress, identify problems and successes.

Tactic: Develop training materials to ensure the longevity of AIRN

- Create training manual that future retailer shop or potential parties interested in starting their own Agro-Input Retailers can reference.
- Produce an informational DVD of “dos and don’ts.” Informational DVD’s should include how to use specific products and also how to sell them.
- Create manuals for trainings/seminars/national and international study tours.
- Ensure public awareness campaign for proper use of seed, fertilizer and pesticides through study tours.
- Publish educational materials aimed at farmer audiences for the use of seed, fertilizer, and crop protection, and will utilize its developing network for distribution of materials.
- Organize demonstration plots and field days that will explain and advocate the proper use of seed, fertilizer and crop protection.
- Create user-friendly e-books’ for wholesalers, retailers, information centers, and farmers.

U.S. Agency for International Development
Bangladesh
Madani Avenue, Baridhara
Dhaka - 1212
Bangladesh

<http://transition.usaid.gov/bd/>

CNFA
USA
1828 L St. NW Suite 710
Washington, DC 20036

www.cnfa.org