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**STRATEGIC PLAN
MANAGEMENT UNIT: USAID/BANGLADESH**

Bangladesh has made significant progress over the past 12 years. Poverty levels as a percent of the population decreased from 73% in 1982 to 47% in 1989, and to an estimated 43% in 1994. Total fertility declined from 6.4 to 3.9 children per woman. Vaccination rates for children and women of reproductive age have increased ten-fold. Bangladesh is close to being self-sufficient in rice.

USAID played an important role in helping Bangladesh develop a family planning policy and provide family planning services to millions of households. USAID's support in urban immunization programs increased coverage for children and mothers. U.S. investments in agriculture, rural electrification and roads strengthened rural infrastructure and contributed to rice self-sufficiency and increased economic opportunity in rural areas. Through its support for policy reform, USAID helped bring a more open-market environment to Bangladesh.

Although the trends have been in the right direction, Bangladesh will require considerable time and effort to reach sustainable development. Bangladesh's population of approximately 115 million will double in 38 years. Its malnutrition is among the world's highest for under-five-year olds. Infant mortality rates are higher, and life expectancies are substantially lower than the average for low income countries. Bangladesh is one of the few countries where women have lower life expectancies than men.

Investments in sustainable development for Bangladesh serve U.S. interests. By helping to avoid excessive population growth and ensure food availability through timely and preventative actions, our assistance can prevent refugee flows, environmental damage and other adverse effects which could later place larger demands on U.S. resources. Strengthening the country's market-oriented democracy will expand opportunities for U.S. goods, services, and investments. Private sector imports of U.S. wheat, for example, climbed from zero in 1991 to \$50 million per year as a result of USAID programs supporting policy reform and agricultural development.

PART I: SUMMARY ANALYSIS OF THE ASSISTANCE ENVIRONMENT

This section opens with a description of poverty trends in Bangladesh and identifies those factors which the poor of Bangladesh, USAID's ultimate customers, have said contribute to the reduction of poverty. It then identifies macro-economic and social trends which affect the assistance environment, describes overall development prospects, constraints and opportunities, other donor programs, lessons learned, and the accountability environment.

A. Poverty Trends and End User/Ultimate Customer Needs.

Poverty has steadily declined since 1982, but as a percentage of the population, poverty in Bangladesh has only returned to the level of the late 1960's, before the national war of independence. Today, fifty one million people in Bangladesh live below the poverty line, consuming less than 2122 calories per day (the minimum number of calories recommended for adequate nutrition).

Although there have been only modest declines overall in poverty since 1990, poor rural households are being positively affected by the availability of rural credit programs targeted to the poor, and increased economic activity in rural areas. A recent study noted increases in monthly expenditures for food, cash holding, and ownership of income-producing implements.¹ Of the poor households reporting improved economic conditions during the early 1990's, over one-half attribute the improvement to better economic opportunities such as the increased demand for agricultural labor. Fifteen percent attribute the improvement to having smaller families.

Of the poor households reporting declining economic conditions, two thirds cite ill health and natural disasters as the main cause of the decline. Some twenty percent attribute the decline to the

¹Hossain Zillur Rahman, Rural Poverty Up-date, 1992-93, (Bangladesh Institute of Development Studies: April 1994), pp. i-iii and Table 26.

lack of economic opportunities. Almost one-fourth of the poorest families attribute the decline in economic conditions to having larger families.²

B. Trends Affecting the Assistance Environment.

Since 1991, there have been positive trends in the macro-economy, food production and employment, and improved social trends. However, the macro-economic reform program has not yet had a significant impact on increased economic opportunities or improved social services that the poor identify as necessary for improving their economic condition. Because of the current intractable political deadlock between the government and the opposition, the more significant trends affecting the assistance environment have been in agricultural productivity in rural areas, and in social trends, particularly in the role of women.

1. Macro-Economic Trends.

The present government, democratically elected in 1991, adopted a program to promote a free-market economy. However, the reforms have not yet gone far or deep enough to increase significantly employment opportunities or to improve social services for the poor. It is not likely that the reform program will accelerate before the next elections, scheduled in 1996, because of the current political environment.

Fiscal policies of the present government have significantly reduced inflation to 1.8% in 1994 and lowered the budget deficit from 7.7% of GDP in 1990 to 5.4% in 1993 through higher revenue collections and stable current expenditures. The government also increased its investment budget from 6.4% to 7% of GDP, and shifted more of its resources to primary education, health and family welfare (from 11% of the annual development budget in 1990 to 15% in 1994). However, revenues are still low due to inefficient tax administration (personal and corporate tax collection amount to less than 2% of GDP). Much of the country's resources are still directed to unproductive areas, such as money-losing state enterprises, instead of being directed to the social and infrastructure sectors benefitting the poor.

The government has made some progress in financial reforms, to make credit available that would increase employment, but improvements in the banking sector are proving difficult to implement. Small industry loans and agriculture credit, which would have a significant impact on employment of the rural poor, remain neglected sectors of banking. Controls on interest rates of agricultural and small industry loans, high management costs for rural loans, and collateral requirements have diverted banks into urban areas and other sectors.

Beginning in 1990, the government began taking steps to slow the growth of capital-intensive, import-substituting industrialization. The shift to labor-intensive and export-oriented investments should benefit the poor by increasing their employment opportunities. The government slowly withdrew most currency exchange controls and recently introduced free convertibility of most current account transactions. In addition, the government reduced tariff and non-tariff barriers to trade, but the levels of tariff protection are still high: the maximum rate was lowered from 360% to 60% and trade-weighted average import tariff was reduced to 22%. The current account deficit fell from 6.9% to 2.2% of GDP.

The government has made other reforms aimed at increasing employment. There are no major policy or legal barriers to private investment (except defense). Private businesses are relatively free from overt government intervention, but they frequently encounter administrative problems with government bureaucratic delays. Licensing procedures have been simplified. Registration fees have been reduced along with corporate tax rates. The Government does not control commodity prices except for goods produced in public enterprises, nor does it set production quotas. However, a significant state-owned sector continues to exist.

2. Trends in Food Production and Employment

²Ibid., Tables 27 and 28.

Modest gains in poverty reduction in the early 1990's have been due primarily to improvements in food security from increased agricultural production. With USAID assistance, government controls over the marketing of fertilizer were removed. Tens of thousands of small entrepreneurs entered the market, making fertilizer accessible to small farmers country-wide. USAID-assisted rural electrification programs were extended for irrigation pumps and food processing. Modern farming technologies and new seeds were also introduced and adopted by smaller, land-poor farmers.³

With agricultural increases exceeding population growth rates, Bangladesh is close to achieving self-sufficiency in rice. Food production has doubled since independence, growing at 2.8% per year for the past eight years. Rice and wheat price trends have declined. The private sector has taken over as the supplier of fertilizer, irrigation equipment, and foodgrains, although reimposition of certain regulations is creating problems for the private sector. If the government were able to maintain a congenial policy environment and encourage crop diversification, dry season irrigation could produce food growth to match population growth for at least a decade.

The rural poor directly benefitted from the recent increase in rice production. In September 1992, the long-term gradual decline in foodgrain prices was interrupted by a short-term 30% fall in prices. Some 15% of the poor moved briefly out of poverty by increasing their caloric intake and from the income boost that resulted from lower food prices.⁴ The gains made in food security to date, however, are fragile. Recent drought-induced declines in rice production in the northwest regions of Bangladesh have already resulted in higher prices, with corresponding declines in food consumption by the poor and increased child wasting.

There is considerable potential for further increases in rice production per hectare, as current yields in Bangladesh are low compared to neighboring countries, including Indonesia, Philippines, and Vietnam. Rice yields could increase by 50 to 100% if the right decisions are made early to improve performance in agricultural research and extension services, and if policy reforms remain in place. Intensified farming of existing lands and a move towards greater diversified agriculture over time should decrease the vulnerability of the poor to fluctuations in rice prices.

Increased income through wage or self-employment is equally important for the poor if they are to be less vulnerable to food price fluctuations. At present, estimates of under- and unemployment range between 30 and 44% of the labor force, with the majority of the labor force (65%) in agriculture.

The increase in food production has created demand for agricultural labor and for food marketing, which has increased three times faster than food production in the past few years. Food retailers, millers and wholesalers now number more than 140,000, many of whom provide additional employment for the poor. A comparable increase has taken place in private input delivery, with an estimated 114,000 retailers and wholesalers employing approximately 60,000 people in the fertilizer trade, and thousands of others supplying irrigation equipment.

Another significant change in income-earning activities over the last few years has been the change in women's roles. Traditionally limited to rice harvesting, women are adopting new economic and social roles in order to increase income and household food security. The growth of new labor-intensive industries such as garments has increased employment for hundreds of thousands of urban poor women. In the last few years, new opportunities have been created in rural areas, particularly for

³Mahabub Hossain, for example, concluded that the productivity of small farmers was about 20% higher than that of large farmers due to their more intensive use of technology. See his Green Revolution in Bangladesh: Impact on Growth and Distribution of Income. (Dhaka: University Press Limited, 1989), pp. 86-88.

⁴For a fuller discussion of the impact of rice prices on the poor and others in Bangladesh, see Hossain Zillur Rahman, "Low Price of Rice: Who Loses, Who Gains?" (Bangladesh Institute of Development Studies, April 1994.)

women, from micro-enterprise programs such as the USAID supported Women's Enterprise Development Project and NGO poverty lending schemes, including the Grameen Bank. Tens of thousands of rural poor women are actively engaged in fishpond and vegetable gardening activities initiated as a result of USAID activities.

3. Social Trends.

In the social sector, trends in population growth, infant and child mortality, and education rates are moving in the right direction to benefit the poor.

Contraceptive prevalence increased from less than 8% in 1975 to 45% today while total fertility dropped 37% to about four children per married women. Equally important, married couples now express a desire for 2.5 children, down from 4.1 in 1975. Child mortality rates have also decreased from 128 in 1986/87 to 88 per thousand in 1993/94. This has been influenced by the highly successful child immunization program, now achieving vaccination coverage of 60% of the urban population. Decreased infant and child mortality influences family size, and the poor find smaller family size to be an important determinant for improvement in their economic condition.

Bangladesh's literacy rates of 25% (1991) are very low. The Government has given high priority to primary education with enrollment of 13.7 million in 1992 as compared to 11.8 million in 1989. Female education is being given particular emphasis, exemplified by the Government's scholarship program for secondary school enrollment and free schooling for primary school entrants.

Bangladesh women have played increasingly important roles as agents of social change. For example, through the USAID-supported Local Initiatives Project (LIP), an estimated 20,000 village women voluntarily travel through their villages sharing information on family planning. Similarly, through USAID-supported local NGOs, about 10,000 women provide family planning advice and distribute contraceptives to their clients. Women comprise a major proportion of the teachers at the primary and secondary level. Association with these programs greatly broaden their social and economic opportunities.

4. Political Trends.

The current government was democratically elected in 1991. International observers concluded these elections were free and fair. More recently, however, political confrontation has developed between the government and its opposition concerning the administration of national elections due before February 1996. The opposition has proposed the election be held under a caretaker government on the premise that free and fair elections cannot be held under the government in power. Its public campaign has largely taken the form of periodic "hartals" (strikes).

The government's plans to move forward on economic reforms, particularly in privatization and public administration, have slowed due to concerns about adverse public reaction. The government's plans to strengthen local government systems have also been delayed.

C. Overall Development Prospects

Since 1991, development prospects of Bangladesh have improved, but achieving sustainable development remains a longer-term prospect. The momentum of population growth will require significant increases in food production and employment opportunities for the poor. Given the population density and pressure on available land, the agricultural sector will not be able to absorb all of the growing labor force.

The Bangladesh government has embarked on a more market-oriented economic policy to encourage investment in labor-intensive industry. However, as the country moves from a state-led to a market-led economy, reforms must be accelerated if the country is to stimulate substantial investment in other than its traditional jute products and garments. Political stability, steady economic policy, improved infrastructure, and improved human resource capacities are all needed for a positive impact on trade and investment. Only 15% of the rural population, for example, has access to electricity.

Educational enrollment at the primary school level has increased, but overall literacy rates will remain low for at least a decade. Current low levels of productivity and favorable climatic conditions

indicate there is significant potential for agricultural growth if the country can move to diversified crops and better technology. Degradation of water and soil resources is increasing, posing a threat to vital fisheries and farming potential. If steps are not taken now, environmental degradation will jeopardize sustainable development. Concrete steps in improving the public administration system have been recognized as a priority for increasing the effective use of resources, facilitating development and providing improved social services, but progress is expected to be slow.

D. Constraints, and Opportunities for USAID Assistance

Although macro-economic stability has been achieved, the policy and regulatory environment remains a constraint to development. In this context, there are substantial opportunities for USAID to work on policy and regulatory issues in its key strategic areas, i.e., stabilizing population growth and protecting human health, encouraging broad-based economic growth, and building democracy.

The longer-term constraint to poverty reduction is that many poor households lack access to health and family planning services, and to initiatives that would enhance their employment opportunities. In 1993, 49% of rural poor households reported no access to either government or NGO-supported assistance activities. Of those with access to services, only 19% reported access to medical services, including maternal and child health programs; 18% reported access to family planning services, and 9% to self-employment or emergency credit. In this context, there are opportunities for USAID to support cost-effective ways to increase the poor's access to services which help them escape poverty, such as family planning and health, technology transfer and other activities to increase their economic opportunities. In addition to these, there are targets of opportunity for USAID in HIV/AIDS, women's access to legal services, and use of environmentally sustainable production practices.

For replacement fertility to be reached, the contraceptive prevalence rate must increase from 45% to 70%. USAID is the lead bilateral donor in this area, particularly on increasing access, promoting sustainability, and improving quality of care to meet an estimated 25% unmet need for family planning services. USAID's program currently reaches approximately 12 million Bangladeshi couples. USAID activities also play a critical role in increasing the availability of key child and maternal health services.

Continued increases to agricultural productivity would expand the poverty-reducing impacts of agricultural production. The key opportunity for USAID is to promote the use of environmentally-sound technologies to enhance productivity, as well as the improvement of roads and rural electrification needed to support such technological improvements.

USAID helped introduce technologies for low-cost fisheries and homestead gardening that work in Bangladesh. There is now an opportunity for USAID to help transfer these technologies nationwide to increase the nutritional status of poor households.

The success of small credit programs, particularly with women in rural areas, has helped to create a demand for microenterprise programs and credit for small industries that would increase household incomes of the poor. It has also created an opportunity for USAID to support an enabling environment, technology and credit for small and micro-enterprise. USAID can also help improve disaster preparedness to mitigate the property and income losses the poor suffer during natural disasters.

Free and fair elections would help resolve the current political impasse. USAID has already mobilized resources to support free and fair elections. USAID is the primary donor working in the area of citizen access to public policy information and is the primary source of technical assistance to the Election Commission, non-partisan and independent election monitors, and Parliament. A target of opportunity for USAID in this area is access of women to legal rights.

As Bangladesh is still in the early phases of an HIV/AIDS epidemic, there is a target of opportunity to prevent the spread of HIV/AIDS on a major scale as has occurred in neighboring countries. USAID plans to support activities to increase community and peer education, and promote condom use by groups at high risk of HIV/AIDS. There is also a target of opportunity for USAID is to help with environmental issues that may affect future food production and contribute to health problems.

E. Other Donor Programs.

According to the latest UNDP development coordination report, there are 42 donors active in Bangladesh. Of these, 18 are bilateral donors, 12 are United Nations agencies, eight are private development organizations including the Ford Foundation and OXFAM, and three are multilateral financial institutions (the World Bank, the Asian Development Bank, and the International Monetary Fund). Donors report disbursing development assistance valued at almost \$2 billion in 1991. Forty-four percent of this amount was provided by bilateral donors; 40% by multilateral financial institutions; nine percent by United Nations agencies; and two percent by private development organizations.⁵

Donor programs in Bangladesh run the full gamut of development assistance. Some donors concentrate on specific sectors. The "like-minded group" (Denmark, Norway, Sweden, Holland and Canada), UNICEF and UNDP focus on education and other social sectors. The World Bank, ADB, and Japan concentrate on infrastructure. Despite the numbers of donors, coordination is well developed. Donors meet frequently in 10 different local consultative groups to ensure their programs contribute to the government's overall development agenda and do not duplicate the work of others. In this context, other donors look to USAID for leadership in family planning services delivered through the non-government sector and the social marketing of contraceptives; financial sector reform and bank management; the development of markets for agricultural inputs, and food policy; rural electrification; disaster preparedness planning; and election administration.

F. Lessons Learned

As noted in Section A above, the poor of Bangladesh point to the importance of economic opportunities, family planning and health services as their major concerns for reducing poverty. Experiences of countries such as Indonesia or Thailand, which have achieved greater levels of poverty reduction than has Bangladesh, tend to confirm this analysis.

Research in Bangladesh has shown that rural infrastructure, electricity and roads, as well as access to more productive technologies, increase household incomes. Household income in villages with access to electricity is about 27% higher than in villages without access to electricity. Similarly, households with access to good rural roads have incomes from eight to 11% above those without such access. The adoption of technologies such as fertilizer and high-yielding seed resulted in increased agricultural production of 30% to 40% on farms with access to good roads.⁶

Several other lessons emerge from the Bangladesh experience which are important to programming. First, the poor are willing to quickly adopt and adapt to new economic opportunities, whether this means new seed varieties, aquaculture or seeking wage labor in garment factories. Second, programs and investments (whether donor, private sector, or government) which create such opportunities take many years to gestate and require sustained donor, NGO, and BDG commitment. Many of the programs which materially contributed to the reduction of household poverty, including market-based access to more productive agricultural technologies, expanded networks of all weather roads and electricity distribution, were made possible in part because of long-term commitment by donors including USAID. Third, providing economic, reproductive, legal and political empowerment to women provides an impressive force for change. Such empowerment leads to appropriate decisions about nutrition, education, and improvements in the quality of life.

⁵UNDP, Development Cooperation: Bangladesh, (Dhaka: December 1992), Table B.4.

⁶This finding regarding the impact of rural, all weather roads on poverty is fairly robust across a number of studies. See, for example, Hossain Zillur Rahman and Binayak Sen, "A Time of Hope, A Time of Despair: Findings on Household Level Changes in Rural Poverty, 1990-92" (Bangladesh Institute of Development Studies, April 1993), p 7; and Raisuddin Ahmed and Mahabub Hossain, "Development Impact of Rural Infrastructure in Bangladesh" (International Food Policy Research Institute, Research Report 83, 1990), p. 63, Table 32.

G. The Accountability Environment

The government has taken measures to assume increased ownership of donor assisted programs. It has established a comprehensive project review system to ensure appropriate consultation and no duplication. While this system is now being instituted, it has slowed the start-up of donor programs because of the wide consultation and bureaucratic delays. USAID program monitoring sessions with the Government have been instituted on a tri-annual basis. With the help of donors (including USAID), the government has taken steps to strengthen its audit and oversight capabilities.

Non-government organizations (NGOs) are an important channel in Bangladesh for development resources and directly reaching the poor. Some of the larger foreign and local NGOs have adopted comprehensive management and monitoring systems to ensure accountability. These NGOs provide training and resources to smaller NGOs which have not yet developed proper accounting and management systems.

H. Assessment of Phase-Out

Graduation from aid to trade will not be possible for Bangladesh in the near term. The high level of poverty and slow economic growth place Bangladesh well behind countries eligible for such graduation. Our programs should continue to support the Bangladesh government as it implements a market-oriented economy, promotes an open democratic society, and invests its own resources in broad-based sustainable development. This can help Bangladesh become, over time, a market for U.S. goods and services.

PART II: PROPOSED STRATEGY, RATIONALE AND KEY ASSUMPTIONS

A. Introduction.

USAID/Bangladesh's strategic goal is to reduce the proportion of Bangladeshis living above the poverty line. To accomplish this goal, it proposes pursuing four subgoals and eight strategic objectives. The sub-goals are: (1) sustained replacement fertility; (2) reduced infant and child mortality; (3) food security for the poor; and (4) responsive representative government. The first two subgoals support the Agency's strategic emphasis on stabilizing world population growth and protecting human health. The third contributes to the Agency's strategic emphasis on encouraging broad-based economic growth, and the fourth, to the Agency's emphasis on building democracy.

The strategic objectives proposed by USAID/Bangladesh to achieve progress against its subgoals during the 1995-1997 period are: (1) use of modern contraceptives by eligible couples increased; (2) use of high impact maternal and child health services increased; (3) institutional, programmatic and financial sustainability of family planning and maternal and child health programs enhanced; (4) diets of the poor nutritionally enhanced; (5) agricultural productivity per hectare increased; (6) real household incomes of the poor increased; (7) citizen access to public policy information increased; and (8) citizen participation in processes for achieving public policies increased. USAID/Bangladesh also proposes the inclusion of three targets of opportunity in its strategic framework. These are: (1) low HIV seroprevalence and transmission rates sustained; (2) women's access to equitable treatment under law increased; and (3) use of environmentally sustainable production practices by enterprises increased.

These objectives and targets of opportunity, their relationships to the Agency's strategic emphases, and their related program outcomes are graphically represented on the following page. The balance of this section lays out the rationale, key assumptions and performance indicators for the proposed strategic objectives and program outcomes. To facilitate presentation, the discussion of program outcomes follows immediately the discussion of the strategic objective to which they are related.

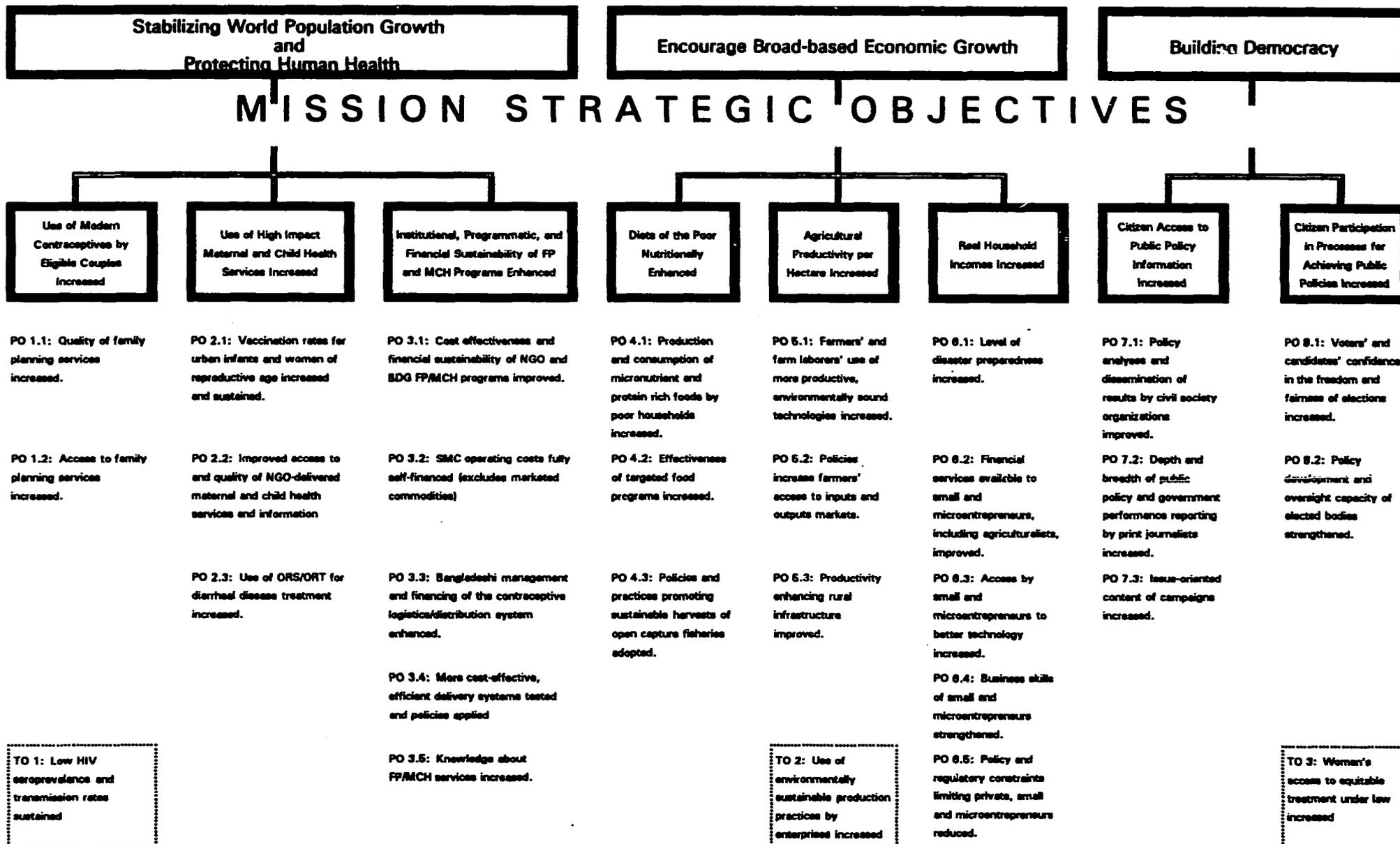
B. Mission Subgoal: Sustained replacement fertility. Agency Emphasis: Stabilizing world population growth.

1. **Subgoal Rationale:** Bangladesh is the ninth most populous country in the world. According to the 1991 Population Census, the country had a population of 111.4 million people, increasing at an annual growth rate of about 2.2 percent. Except for some island states, Bangladesh has the highest population density in the world. The population size and growth rate affect all areas of national life and contribute to growing landlessness, rapid urban growth, widespread malnutrition, and high rates of infant, child, and maternal mortality. The Government of Bangladesh has identified population growth as one of the country's greatest development constraint. This sub-goal makes explicit USAID/Bangladesh's and the Government of Bangladesh's (BDG) commitment to stabilizing the population. The BDG's ambitious goal is to achieve replacement fertility by 2005 and stabilize the population at 211 million in 2056.

2. **Key Assumption for the Subgoal:** The BDG continues to demonstrate strong commitment to the national FP/MCH program. Other donors (e.g., the World Bank consortium and UNFPA) continue to provide support to the National Family Planning Program.

3. **Subgoal Indicator:** Total fertility rate (TFR) reduced. The TFR is interpreted as the number of children a woman would have in her lifetime if she lived through her reproductive years at the currently observed rates. This indicator will be measured every three years through the Bangladesh Demographic and Health Survey (BDHS).

Figure 1
USAID/BANGLADESH PROGRAM OBJECTIVE TREE
AGENCY GOALS



B1. Strategic Objective 1: Use of modern contraceptives by eligible couples increased.

(a) Rationale: Increased modern contraceptive use is the most effective means to reduce fertility. USAID has already demonstrated that support for contraceptive information and services can contribute to measurable reductions in fertility. Between 1990 and 1994 the total fertility rate in Bangladesh declined from about 4.3 children to under 4. During this same period, the use of modern contraceptive increased from about 31 percent to almost 37 percent (45 percent all methods). Demographic research has demonstrated that contraceptive use is the major determinant for fertility reduction.

(b) Key Assumptions: The Ministry of Health and Family Welfare (MOHFW) remains committed to identifying and addressing FP/MCH policy/implementation issues through the National Steering Committee for "Future Challenges in the FP/MCH Program." Donors will continue to provide regular supplies of modern contraceptives to Bangladesh.

(c) Indicators: (1) All method contraceptive use rate among married women of reproductive age (MWRA) increased from 29.8% in 1986 to 50% in 1997. (2) Modern contraceptive use rate among MWRA increased from 22.9% in 1986 to 42% in 1997.

B1.1 Program Outcome 1.1: Quality of family planning services increased.

(a) Rationale: A major determinant for increased use of contraceptives (especially highly effective, clinical methods) is the quality of the services and information provided. This is a critical program component at this time as method mix, use effectiveness and continuation rates need to be improved. There has been a decline in use of long-acting methods of contraception. Currently, the most popular method is oral contraception whose use effectiveness is dependent on continued and correct use. USAID is working with NGOs and the BDG to improve the quality of fixed, outreach, and community-based family planning services.

(b) Key Assumption: The BDG remains committed to achieving a more appropriate contraceptive method mix (i.e., greater use of clinical methods).

(c) Indicators: (1) Reliance upon clinical methods of family planning increased from 35% in 1993/4 to 42% in 1997. (2) Continuation rates for pills, IUDs, and injectables increases.

B1.2 Program Outcome 1.2: Access to family planning services increased.

(a) Rationale: Research worldwide shows that greater availability of family planning methods leads to increased contraceptive use. This outcome focuses upon increasing physical access to contraception. USAID is working to increase access and the supply of services and information through three sectors: public, private, and commercial, the latter through social marketing.

(b) Key Assumption: The BDG remains committed to achieving a more appropriate contraceptive method mix (i.e., greater use of clinical methods).

(c) Indicators: (1) Contraceptive distribution measured by couple years of protection (CYP) for the country increases. (2) Percentage of national distribution of condoms sold by Social Marketing Company increased from 60% in 1988 to 75% in 1997; and of pills, from 21% in 1988 to 25% in 1997. (3) Reported unmet need for family planning services decreases.

C. Mission Subgoal: Health status of population improved.
Agency Emphasis: Protect human health.

1. Subgoal Rationale: Despite important improvements over the past decade, the levels of infant and child mortality remain unacceptably high in Bangladesh. At present, approximately 9 percent of children born in Bangladesh do not live until their first birthday (infant mortality rate of 90 per 1000 live births); and a total of 13 percent do not survive until their fifth birthday (under five mortality rate of 130 per 1000 live births).

2. Key Subgoal Assumption: Child spacing efforts have a synergistic effect on child survival programs.

3. Subgoal Indicator: Infant mortality rate (the number infant deaths per thousand live births) reduced from about 90 to 50 infant deaths per thousand live births.

C3 Strategic Objective 2: Use of high impact maternal and child health services increased.

1. Rationale: This strategy focuses upon improving the health of infants and children by increasing the availability of key child survival and maternal health services, by promoting child spacing as part of the national family planning program, and by enhancing the sustainability of MCH/FP service delivery systems. Presently, USAID helps to promote improved MCH services through its support to the public, private, and commercial sectors.

2. Key Assumption: Child spacing efforts have a synergistic effect on child survival programs.

3. Indicators: (1) Infant mortality rate (the number of infant deaths per thousand live births) reduced. (2) Under five mortality rate (number of infant and child deaths per thousand live births) reduced.

C3.1 Program Outcome 2.1: Vaccination rates for urban infants and women of reproductive age increased and sustained.

(a) Rationale: Since USAID/B first began supporting the urban immunization program in 1988, significant increases in vaccination coverage have been achieved. At present about two-thirds of urban children are completely vaccinated by one year of age. Despite these gains, thousands of children in Bangladesh still die each year of six vaccine preventable diseases: polio, pertussis, tetanus, tuberculosis, measles and diphtheria. In addition, hundreds of women die each year of tetanus. These deaths could be prevented by immunization.

(b) Key Assumption: The BDG, UNICEF, and other donors continue to provide significant funding to the National Immunization Program (the Expanded Program on Immunization).

(c) Indicators: (1) Percentage of urban children under one year of age fully vaccinated increased and sustained. (2) Percentage of urban women (15-45) fully vaccinated against tetanus increased and sustained.

C3.2 Program Outcome 2.2: Improved access to and quality of NGO-delivered maternal and child health services and information.

(a) Rationale: USAID-supported NGOs provide access to maternal (reproductive health) and child health services (including vaccinations) to an estimated 20 percent of the population. These services need to be expanded and their quality needs to be improved in order for Bangladesh to continue to reduce high infant and child mortality rates. The 1994 BDHS reports that only 25 percent of mothers nationwide receive antenatal care from a trained health worker.

(b) Key Assumption: The BDG, UNICEF, and other donors continue to provide significant funding to the National Immunization Program (the Expanded Program on Immunization).

(c) Indicator: Rate of antenatal care from a trained health worker increased.

C3.3 Program Outcome 2.3: Use of ORS/ORT for diarrheal disease treatment increased.

(a) Rationale: Diarrheal disease is one of the major causes of infant and child death in Bangladesh; it is also a major contributor to childhood illness and malnutrition. Oral rehydration salts (ORS) are a simple, cost effective intervention to control diarrheal disease. This outcome focuses on controlling diarrheal disease episodes through the use of ORS packets and home based oral rehydration therapy (ORT) solutions. Presently, the USAID-supported Social Marketing Company sells ORS packets through its national social marketing network.

(b) Key Assumptions: None

(c) Indicators: (1) Sales of ORS packets by the Social Marketing Company increased. (2) Use of ORS packets and/or appropriate ORT to treat diarrhea in children under three years of age increased.

D Strategic Objective 3: Institutional, programmatic, and financial sustainability of FP and MCH programs enhanced.

1. Rationale: The long-term future of family planning service delivery depends upon sufficient financing and institutional capabilities to address family planning needs. Increased emphasis needs to be paid to financial and institutional issues such as cost effectiveness, efficiency of management systems and services, and decreased dependence on donors for recurrent cost financing. This objective focuses upon increasing the institutional and financial sustainability of the national FP/MCH efforts.

2. Key Assumptions: The BDG remains committed to achieving a more appropriate contraceptive method mix (i.e., greater use of clinical methods).

3. Indicator: Percent of overall recurrent costs of the family planning program funded by donors reduced from 73% in 1990 to 65% in 1997.

D3.1 Program Outcome 3.1: Cost effectiveness and financial sustainability of NGO and BDG FP/MCH programs improved.

(a) Rationale: At present, the preponderance of NGO program investments and recurrent costs are financed by USAID and the other donors. The long-term sustainability of this sector depends on its ability to improve its financing capability through revenue generation and improved efficiency. In addition, to promote long-term sustainability, the BDG FP/MCH program needs to improve its cost effectiveness and reduce its dependence on donors for recurrent cost financing.

(b) Key Assumption: The BDG and donors remain committed to efficient, cost-effective programs.

(c) Indicators: (1) Percent of aggregate operating costs of all USAID-funded NGOs covered by program generated revenues increases. (2) Local government and community contributions to family planning program increased. (3) Costs per couple-year of protection in urban/rural NGO and BDG family planning programs decreases.

D3.2 Program Outcome 3.2: Social Marketing Company (SMC) operating costs fully self-financed (excludes marketed commodities).

(a) Rationale: Approximately 60 percent of all condoms, 20 percent of all oral contraceptives, and 80 percent of ORS sachets used in Bangladesh are provided by SMC through its network of over 130,000 retailers. In order to assure its long-term sustainability, SMC needs to improve its financing capability through revenue generation and improved efficiency. In addition, the SMC needs to strengthen its institutional capacity to serve as a private sector company. Presently, USAID provides technical and financial support to the SMC.

(b) Key Assumptions: Other donors continue to provide SMC commodities.

(c) Indicators: (1) Percentage of SMC operating costs covered by program generated funds increased from 52% in 1992 to 100% in 1997 (excluding commodities). (2) Long-term technical assistance to SMC eliminated without adverse effect on its performance.

D3.3 Program Outcome 3.3: Bangladeshi management and financing of the contraceptive logistics/distribution system enhanced.

(a) Rationale: The national contraceptive logistics and distribution system is involved in the forecasting, procurement, storage/warehousing, distribution, and transport of contraceptive commodities. This system depends on USAID support for financing of the bulk of its recurrent costs. In addition, the program presently depends upon USAID-funded resident technicians to guide the program. An institutional and financially viable contraceptive logistics/distribution system is critical to the long-term sustainability of the national family planning program.

(b) Key Assumption: Donors will continue to provide contraceptives to the national family planning program.

(c) Indicators: (1) Low levels of stock-outs of essential contraceptives at the point of service delivery sustained. (2) Long-term technical assistance to contraceptive logistics/distribution system eliminated without adverse effects on its performance. (3) Percent of BDG financing of the recurrent costs (except for contraceptive commodities) of the contraceptive logistics/distribution system increased.

D3.4 Program Outcome 3.4: More cost-effective, efficient delivery systems tested and policies applied

(a) Rationale: Long-term improvements in the national family planning program depend upon the capacity of indigenous institutions to design, conduct, and analyze alternate service delivery systems. This strategy focuses on strengthening institutions, both public and private, to conduct operations research. Presently, USAID supports operations research to improve urban and rural FP/MCH programs.

(b) Key Assumption: Donors will continue to provide contraceptives to the national family planning program.

(c) Indicator: (1) New service delivery policies with the potential to improve the national FP/MCH program adopted.

D3.5 Program Outcome 3.5: Knowledge about family planning and maternal and child health (FP/MCH) services increased.

1. Rationale: The demand for children, and thereby for contraception, is influenced by societal, economic, and individual factors. It is also influenced by changes in the availability of knowledge about family planning services. This strategy focuses on increasing demand for contraception, including clinical contraceptive methods. USAID is supporting the implementation of a national FP/MCH Information, Education, and Communication Strategy.

2. Key Assumptions: Donors will continue to provide contraceptives to the national family planning program.

3. Indicators: (1) Percentage of eligible couples (ELCOs) reached with FP messages by mass media increases. (2) Percentage of ELCOs who have knowledge of at least two clinical methods increases.

**E. Mission Subgoal: Food security for the poor.
Agency Emphasis: Encourage broad-based economic growth.**

1. Subgoal Rationale: It is estimated that, at the end of the 1980s, 48% of Bangladesh's rural population and 44% of its urban population or approximately 51 million people consume less than the minimum daily requirement of 2122 calories. It is also estimated that, of these, as many as 30 million consume less than 1805 calories per day. In effect, there is a "rolling famine" in Bangladesh and food insecurity is a real, every day threat to a large number of Bangladeshis. Sustainable development is not possible without food security which is why this subgoal was selected as a focal point for U.S. assistance.

USAID/Bangladesh's strategic objectives related to this sub-goal address the three key aspects of food security: (a) increased nutritional content of diets; (b) increased agricultural productivity; and (c) increased incomes. Increased income enables people to buy the food they need. Increased agricultural productivity per hectare increases demand for agricultural labor and makes food available at lower prices. Both effects increase real income and enable poor families to purchase more nutritional diets.

2. Key Subgoal Assumptions: (1) Poor will use increased incomes to purchase more, nutritious food. (2) Growth in agricultural productivity will exceed population growth rates.

3. Subgoal Indicator: Stunting in children aged 6 to 59 months decreased. Stunting is the most sensitive, long-term indicator of adequate nutrition.

E4 Strategic Objective 4: Diets of the poor nutritionally enhanced.

1. Rationale: In Bangladesh, consumption by the poor of fish, oil, pulses and vegetables with high beta carotene content has always been low. Research, however, has shown that consumption has been limited by availability (e.g., low production of dark green leafy vegetables) and accessibility by poor households (e.g., foodgrain purchases preclude purchases of fish and vegetables). This strategic objective addresses the issue of availability through increased household production of more nutritious foods, accessibility through better targeted public food programs, and by promoting policies and practices which contribute to the sustainability of open capture fishing in the waters of Bangladesh.

2. Indicators: (1) Wasting (weight for height) for children aged 6 to 59 months reduced. (2) Night blindness among children 24 to 71 months reduced.

3. Key Assumption: Food utilization activities by other donors including World Bank/Unicef nutrition program and diarrheal disease control continue and sustain their broad impact.

4. Links to Other SOs: SO 6, real household incomes of the poor increased, will contribute to the achievement of SO 4 by enhancing the purchasing power of poor households.

E4.1 Program Outcome 4.1: Production and consumption of micronutrient and protein rich foods by poor households increased.

(a) Rationale: Research in Bangladesh indicates that the limited availability of micronutrient and protein rich foods, such as dark green leafy vegetables, fish or pulses, is the primary constraint to their consumption rather than a lack of knowledge about their value. Increased production of such foods by the poor, therefore, is the first step to increased consumption.

(b) Key Assumptions: (1) Continued reductions in diarrheal disease treatment permit improved absorption of nutrients. (2) Breast feeding is widespread in Bangladesh and will continue to be promoted through MCH programs.

(c) Indicators: (1) Numbers of poor women and poor households overall producing fish and vegetables increased. (2) Consumption of fish and vegetables by poor women and poor households increased.

E4.2 Program Outcome 4.2: Effectiveness of targeted food programs increased.

(a) Rationale: Evidence to date in Bangladesh shows that even with small and medium enterprise development, poverty lending, disaster mitigation, and growth in the demand for agricultural labor, some poor people get left out. Often these people are single mothers, infirm people unable to work, or families too poor to send even one child to school. Sometimes, they are families that have had to sell all of their meager possessions in order to survive a crisis brought on by poor health or by natural disaster. Even rapid broad based sustainable economic growth would not fully draw this group of the poor, known as the hard core poor, onto an income growth path for a generation. Donors and the BDG therefore recognize the need for a food security safety net, which is presently composed of a range of BDG, NGO, and donor food programs targeted on the hard core poor. However, donor and BDG resources for such programs are relatively fixed, and may be declining as donor food aid and BDG financial pressures both push for a smaller and smaller public food system. Therefore, a key determinant of how many poor people benefit from targeted food programs is the effectiveness of the policies which target and deliver limited levels of public food resources. These policies determine how much the poor benefit and the extent to which the benefits are developmental and sustainable. Donors, the BDG and NGOs have begun in the past several years a trend towards a greater share of targeted programs really reaching the poor, reduced leakage of food to the non-poor, and developmental benefits of such programs.

(b) Key Assumption: Targeted food programs continue on a reasonably large scale despite declining levels of donor food aid.

(c) Indicators: (1) Percent of Public Food Distribution System going to effectively targeted programs (i.e., Title II Food for Work and the government vulnerable groups and food for education

programs) increased. (2) Percent of targeted food programs with a sustainable development impact. (3) Percent leakage of food to the non-poor from targeted programs decreased.

E4.3 Program Outcome 4.3: Policies and practices which support sustainable harvests of open capture fisheries adopted.

(a) **Rationale.** In the past, agriculture and fisheries were complementary activities on the floodplains, but population pressure and increasingly intensive agriculture have brought the two into conflict. Beels have been drained to provide additional land for dry-season cropping, and their waters used for irrigation. Embankments have been built to reduce flooding and natural fish habitats and migration routes have declined. The rate of urban growth and uncontrolled municipal wastes, garment dyeing, paper effluent and other industrial waste is impacting on the management costs and quality of water, especially for fisheries. Pressures have resulted in overexploitation, reduced habitat, species disappearing and policies which restrict access of the poor to open water fish harvesting. Various reports indicate the flood plain fisheries, a primary source of animal protein for the rural poor, has experienced significant losses of habitat and numbers of species and may be on the verge of collapse.

(b) **Assumptions.** The government is committed to a careful area by area analysis of the fisheries in the country and to utilizing basic data in the design and implementation of constructive fisheries policies.

(c) **Indicators.** (1) Growth of the aquaculture subsector continues, to offset the decline in other parts of the fisheries sector resulting from over-harvesting. (2) Improved management of the open-capture fishery from supporting research and a better information base to protect diversity and ensure sustainability.

F5 Strategic Objective 5: Agricultural productivity per hectare increased.

1. **Rationale:** This strategic objective was selected as critical to increasing the amount of food available at prices affordable by the poor in Bangladesh. The focus is on productivity per hectare to ensure land and labor are used intensively. Because the amount of land is fixed and all available land is currently used for agricultural production, the productivity of that land must be increased to increase the amount of food that land can produce. Increased agricultural productivity per hectare raises the real incomes of poor households through increased employment and reduced food prices, key determinants of food security and access to food. Productivity of land and capital in agriculture can be increased through input use, developing new technologies (e.g. improved seeds, higher value crops, processing equipment, or fertilizer use practices), making those technologies available to the farmers, and ensuring that they know how to use them. Productivity can also increase by the creation and expansion of marketing outlets encouraging the production and marketing of higher valued crops.

2. **Key Assumption:** Increases in agricultural productivity per hectare will be labor and land intensive, not capital intensive.

3. **Indicator:** Real value added in agriculture increased by 33% between 1990 and 1997.

4. **Links to Other SOs:** Increased agricultural productivity per hectare is linked to SO 6, increased real household incomes, through its effects on lower food prices and increased demand for agricultural labor. By making a broader variety of foods available at lower prices, increased agricultural productivity is also linked to improved nutrition, SO 4.

F5.1 Program Outcome 5.1: Farmers' and farm laborers' use of more productive, environmentally sound technologies increased.

(a) **Rationale:** This program outcome was selected due to the key role of technology in increasing the average productivity of land, labor and capital in agriculture. Such technologies can span the production process, from better seeds, to improved fertilizer management and irrigation methods, to pre- and post-harvest handling and storage, to crop characteristics that better meet the nutritional and market needs of farm families, consumers, and export markets. Experience to date has shown that farmer adoption of even limited technical improvements has far reaching effects. To ensure that increased productivity is sustainable, the technologies must be environmentally sound.

(b) Indicators: (1) Number of farmers using more productive, environmentally sound technologies increased from 50,000 in 1994 to 1,200,000 in 2000. (2) Number of employees of farms using more productive, environmentally sound technologies increased.

(c) Key Assumptions: (1) Farmers and farm laborers will adopt proven new technologies. (2) Environmentally sound technologies will increase productivity. (3) Financing for new technologies is available.

(d) Links to Other POs: The adoption of new technologies is, in part, related to the availability of financing which will be addressed through PO 6.2.

F5.2 Program Outcome 5.2: Policies increase farmers' access to inputs and outputs markets.

(a) Rationale: Agricultural productivity and production are currently constrained by policies and regulations which limit farmers' access to agricultural inputs and markets in which to sell farm produce. Availability of inputs is constrained by government regulation of input markets, competition of subsidized BDG import suppliers which limits possibilities for private suppliers, and import taxes and policies which deny farmers access to productive and cost effective imported technologies (such as potato and foodgrain seed). Even with access to productive inputs, however, overall agricultural production is limited unless farmers have a range of high value crops and livestock to which they can devote their land, labor and capital. The development of expanded markets to buy farm produce is constrained by a range of policies which make it costly for agribusinesses, cooperatives, and NGOs to contract for, purchase, process, and sell non-traditional, higher value farm produce such as oilseeds, vegetables, maize, and other crops capable of producing substantially more income for poor farmers and farm laborers.

(b) Key Assumptions: (1) BDG will change policies when shown the impact of policy change. (2) Changes in policy will lead private sector intermediaries and NGOs to make business decisions which increase input availability and output marketing.

(c) Indicators: (1) Policy and regulatory environment for agriculture improved. (2) Tonnage of fertilizer and improved seed marketed in Bangladesh increased. (3) Value of agricultural equipment (including processing equipment) imported increased. (4) Value of agricultural exports increased. (5) Percentage of marketed production of non-traditional agricultural commodities increased. (6) BDG role in buying and selling of food and agricultural inputs reduced.

F5.3: Program Outcome 5.3: Productivity enhancing rural infrastructure improved.

(a) Rationale: Without adequate roads and electricity, poor households have less access to markets from which they can buy or sell more productive agricultural technologies and inputs and food products and opportunities to establish small and microenterprises to generate increased real incomes. Independent studies have shown the high impact of well-sited rural roads and rural electricity on the production and processing of food and alternate employment opportunities.

(b) Key Assumptions: Site selection decisions for rural infrastructure will be based increasingly on criteria related to agricultural productivity impacts and environmental soundness.

(c) Indicators: (1) 10,000 kilometers of environmentally sound, productivity market roads added to rural road network by 1997. (2) Number of small rural businesses using electricity increased. (3) Use of electricity for irrigation increased from 32,000 pumps in 1993 to 58,000 pumps in 2000.

(d) Links to Other SOs/POs: Rural infrastructure supports manufacturing and service activities as well as agriculture in rural areas. Accordingly, this PO is linked to efforts to promote small and microenterprises (POs 6.2., 6.3, and 6.4) and health and family planning POs 1.1, 2.3, and 3.2.

G6 Strategic Objective 6: Real household incomes of the poor increased.

1. Rationale: Increased real incomes will enable households to buy more food. The impact of increased real incomes on food consumption was recently demonstrated in Bangladesh when, between 1992 and mid-1994, the price of rice dropped by 30 percent. It has been estimated that this drop in rice prices allowed 15% of the rural poor to push their consumption levels above the daily

minimum of 2122 calories and enabled them to add more micronutrients in the form of fish and vegetables to their diets.

The 1992-1994 drop in rice prices was due largely to increased rice production, but other research indicates that alternate, better paying employment opportunities related to micro- and small business development have also contributed to increased household incomes during the 1992-1994 period. This strategic objective was selected, therefore, because of its contribution to increased food security.

2. Key Assumption: Improved access to credit and other business services will promote an expansion of small and micro-enterprises which will lead to increased and more productive wage- or self-employment opportunities. Increased employment and worker productivity will lead to increased household incomes.

3. Indicators: (1) Industrial sector employment increases. (2) Agricultural sector employment increases. (3) Real per capita GDP increased.

4. Links to Other SOs: Increased real household incomes result from increased agricultural productivity per hectare (SO 5) and is expected to lead to improved nutrition (SO 6). As more women become gainfully employed through activities which increase household incomes, it is expected their and their husbands' demands for family planning services will increase thereby contributing to SO 1, increased use of modern contraceptives. A decline in fertility rates and family size will reduce household expenditures and lead to an increase in real household incomes. It is also expected that, as household incomes increase, adult family members will become more independent and active politically (SOs 6 and 7).

G6.1 Program Outcome 6.1: Level of disaster preparedness increased.

(a) Rationale: Households surviving on the margin of existence often have their meager assets wiped out by the natural disasters which frequent Bangladesh. The country requires a high level of preparedness to prevent as much of the damage as possible and to help disaster victims recover from it and resume their productive activities as fast as possible.

(b) Key Assumptions: Natural disasters will continue to occur in Bangladesh.

(c) Indicators: (1) Percent of population reaching shelters before natural disasters strike increased. (2) Population with access to disaster relief supplies (e.g., ORS) within 72 hours increased. (3) Post-disaster prevalence of wasting in children 6-59 months reduced. (4) Post-disaster distress sales by disaster affected households reduced.

G6.2 Program Outcome 6.2: Financial services available to small and microentrepreneurs, including agriculturalists, improved.

(a) Rationale: Small and microentrepreneurs need access to credit for equipment, inputs and working capital for efficient management, just like larger businesses, albeit in smaller amounts; but they seldom have the collateral or other bone fides required by the formal banking system, and the banks normally find it more profitable to manage a small number of large loans than large numbers of small loans.

(b) Key Assumption: Loan repayment rates will justify continued commercial interest in loans to small and microentrepreneurs.

(c) Indicators: (1) Commercial viability of banking system increased. (2) Number of USAID project loans increased from 19,000 in 1992 to 59,000 by 1997. (3) USAID project loan repayment rates remain high.

(d) Links to other POs: Increased access to credit will increase access to improved technologies (PO 5.1).

G6.3 Program Outcome 6.3: Access by small and microentrepreneurs to better technology increased.

(a) Rationale: Improved technology exists which can reduce costs, increase the volume and quality of product outputs, and improve the marketability of the goods and services produced by small and micro enterprises. However, such information is often not readily available to the entrepreneurs who could use it and who may not even be aware of its existence.

(b) Key Assumption: Financing for new technologies is available.

(c) Indicator: Number of firms (and their employees) using more productive technology increased.

G6.4 Program Outcome 6.4: Business skills of small and microentrepreneurs strengthened.

(a) Rationale: Basic accounting and other good business management practices are not widely understood or practiced among small and microentrepreneurs in Bangladesh. There is much scope for improvement in efficiency and effectiveness in most of these activities, which would result in improved financial viability and higher incomes for the owners.

(b) Key Assumptions: None.

(c) Indicator: Number of firms using improved accounting, marketing, and other business management practices increased.

G6.5 Program Outcome 6.5: Policy and regulatory constraints limiting private, small and microentrepreneurs reduced.

(a) Rationale: Analysts have identified many policies and regulations that limit and discourage business activities, trade and investment, instead of facilitating and promoting them. Recommended policy reforms are often resisted by those vested interests who stand to lose, including some government officials charged with their implementation. Further analysis and consensus-building activities are needed to support the reforms needed to improve the business climate in Bangladesh.

(b) Key Assumptions: None.

(c) Indicators: (1) Policy and regulatory framework for small and microentrepreneurs improved.
(2) Private investment as a percent of GDP increased from 5.8% in 1990/91 to 12.3% in 2000.

H. Mission Subgoal: Responsive representative government.
Agency Emphasis: Building democracy.

1. Subgoal Rationale: Modern Bangladesh has a tradition of representative, that is, elected government. Its political culture, however, tends to exclude citizens from meaningful participation in the formulation and implementation of public policy. As a result, while government in Bangladesh has been representative, it has not been especially responsive. Accordingly, this sub-goal was selected to emphasize the responsiveness of government to citizen needs and focus USAID/Bangladesh support on the participatory aspects of democracy.

A participatory view of democracy emphasizes citizen awareness and involvement in matters of public policy; that is, governmental decisions about who gets what, when and how. This view complements the "good government" view which tends to emphasize transparency and accountability in the implementation of government programs rather than citizen involvement in the choice of government programs. Both aspects of democracy need strengthening in Bangladesh, but USAID/Bangladesh resources are not sufficient to do so. Other donors, particularly the multilaterals, are interested in addressing the issues of good governance, e.g., weak performance incentives within the government personnel system, shortages of required administrative and analytical skills, and excessive regulations. It is to USAID/Bangladesh's comparative advantage, therefore, to target its resources on processes and institutions which promote citizen awareness and involvement.

The strategic objectives and program outcomes outlined below represent the USAID/Bangladesh's current thinking about democracy initiatives appropriate for Bangladesh. However, USAID/Bangladesh is a "country experimental laboratory" within the Agency's overall reengineering efforts. Accordingly, it is experimenting with a new approach to developing democracy

initiatives and may modify the strategic objectives and program outcomes identified below on the basis of its experiment.

2. Key Subgoal Assumptions: (1) Other donors will contribute to improving government performance. (2) A representative form of government, based upon popular elections will continue. (3) Public policy reform will follow increased political participation by citizens.

3. Subgoal Indicator: Public investment in basic social sectors as a percent of total public investment. This is a proxy measure based on the assumption that a more responsive representative government will increase investments in the basic social sectors over those made by previous, less responsive although representative regimes.

4. Links to Other SOs/POs: Public policies more sensitive to the needs of all Bangladesh's citizens are essential to achievement of USAID/Bangladesh's objectives with respect to the financial sustainability of family planning and child survival activities, increased agricultural production and higher household incomes. Similarly, success against these objectives is expected to increase citizen interest and involvement in politics.

H7 Strategic Objective 7: Citizen access to public policy information increased.

(a) Rationale: Bangladeshi citizens are committed to participating in government. To be effective, however, participation must be informed. Citizens should be aware of the issues and relative costs of policy options. Weak media coverage of public policy issues, the absence of issue oriented advocacy groups, and limits on the capacity of parties to develop policy options contribute to the absence of meaningful policy choices. The program outcomes related to this SO, therefore, focus on increasing access to information about public policy options.

(b) Key Assumption: Voters will use information to inform themselves on election issues.

(c) Indicator: Percentage of voters who describe themselves as well-informed on election issues increased.

H7.1 Program Outcome 7.1: Policy analyses and dissemination of results by civil society organizations improved.

(a) Rationale: Civil society organizations, i.e., organizations which seek explicitly to influence public policy, play an important role in helping citizens define their interests, articulate public policy options related to the achievement of these interests, and inform elected officials about the options. CSOs have formed in Bangladesh around such issues as rural development, the environment, human rights and family planning. The range of issues covered by CSOs, however, is relatively limited as is their access to government decision makers who, in turn, are not sure how to best deal with the information they provide.

(b) Key Assumptions: (1) CSOs can effectively articulate the interests of those less inclined to participate in political processes, e.g., illiterate women. (2) The government will tolerate strong advocacy groups. (3) There is sufficient tolerance in Bangladeshi society to allow CSOs to articulate and advocate the interests of marginal groups.

(c) Indicators: (1) Quality index the policy work published by select CSOs increased. (2) Publications by select CSOs distributed to larger audience.

H7.2 Program Outcome 7.2: Depth and breadth of public policy and government performance reporting by print journalists increased.

(a) Rationale: The ability of the media to investigate and analyze issues of public policy and government performance is critical to both the quantity and quality of information to which citizens have access and upon which they base their decisions.

(b) Key Assumption: The government will not increase and may even ease practices which encourage self-censorship by the press.

(c) Indicator: Quality of public policy coverage by select newspapers and newsweeklies increased.

H7.3 Program Outcome 7.3: Issue-oriented content of campaigns increased.

(a) Rationale: Electoral campaigns can be used to identify voter concerns and inform them about the public policy options available to address their concerns. They can also be used to promote citizen participation in the electoral process and, indirectly, in the process of government decision making.

(b) Key Assumptions: (1) Political parties seek to increase citizen participation in government decision making and do not use elections simply as a means to capture government. (2) Political parties have the ability to hear the concerns of voters, incorporate these concerns into their policy platforms, and sell their platforms to the public.

(c) Indicator: Policy content of the parties' official campaign platforms and public statements increased.

18 Strategic Objective 8: Citizen participation in processes for achieving public policies increased.

(a) Rationale: This strategic objective was selected as appropriate to Bangladesh to emphasize the need to strengthen those institutions which enable citizens to become involved in the government decision making process and, thereby, resolve conflicts of interests peacefully. The SO focuses on achieving rather than simply the making of public policies as a way of ensuring that government is generally responsive to the public and that citizens track the performance of elected officials. The program outcomes related to this SO, therefore, focus on increasing direct citizen involvement in the decision-making processes of government through elections and their indirect involvement through their elected representatives.

(b) Key Assumptions: (1) Expanded access to information about how public policies affect them will encourage greater participation by all Bangladeshi citizens in the society's political processes. (2) Government will tolerate expanded distribution of information about the impact of its policies on the public. (3) Government will ensure that those processes which indirectly involve citizens in governmental decision-making will remain open to citizen participation.

(c) Indicators: Number of calls on Members of elected bodies by civil society organizations (CSOs) or NGOs increased.

18.1 Program Outcome 8.1: Voters' and candidates' confidence in the freedom and fairness of elections increased.

(a) Rationale: The peaceful transfer of political power through free and fair elections supports responsive representative government and facilitates sustainable development. Elections in Bangladesh have been widely criticized as neither free nor fair. This perception is at the core of the current political impasse in Bangladesh in which all opposition parties are boycotting Parliament and calling for a neutral, caretaker government to administer elections. Three types of USAID supported activities will contribute to achievement of this program outcome. These are: (1) increased oversight of elections by nonpartisan and partisan civic organizations; (2) increased voter education programs to ensure voters understand their rights, what to expect at the polls, and how to address grievances; and (3) increased understanding on the part of polling officials as to their responsibilities and authorities.

(b) Key Assumptions: None.

(c) Indicators: (1) Election monitors' assessments of the quality of elections. (2) Decreasing number of election protests filed by candidates. (3) A majority of eligible voters cast ballots in national and local elections. The final indicator is a proxy measure of voter confidence based on the assumption that if voters do not believe elections are free and fair, they will not turn out to vote.

18.2 Program Outcome 8.2: Policy development and oversight capacity of elected bodies strengthened.

(a) Rationale: Elected bodies are the fora where competing citizen interests are discussed and negotiated. By strengthening them, citizens are given greater access to the policy-making and decision-making processes and more control over the achievement of public policy. Currently, the National Parliament is the only elected body with policy making and oversight functions. Activities and indicators, therefore, focus on this body.

(b) Key Assumption: The opposition's boycott of Parliament will end with new national elections.

(c) Indicators: (1) Ratio of private to government bills tabled in Parliament. This indicator is a proxy measure of Parliament's ability to affect government decisions. Normally, in Bangladesh, the government controls the resources required to draft bills for presentation to Parliament and, hence, the nature of the public debate of the bill. An increase in the number of private bills introduced is a measure of the opposition's ability to shape the public policy agenda. (2) An increase in the number of Members of Parliament describing the Parliamentary Committees as effective. In Bangladesh, the Parliamentary Committees perform the governmental oversight function.

J. Target of Opportunity 1: Low HIV seroprevalence and transmission rates sustained.
Agency Emphasis: Protect human health.

1. Rationale. HIV prevalence is presently very low in Bangladesh (probably less than 0.05% among sexually-active adults). However, Bangladesh has important risk factors which could lead to rapid increases in HIV prevalence including generalized high sexually-transmitted disease (STD) rates, neighboring countries with serious HIV/AIDS problems, rapidly growing urban populations, a large number of Bangladeshis who work in foreign countries, and a relatively large prostitute population. Now is the time to act to keep the expected increases in HIV prevalence within modest levels.

2. Key Assumption. Given the situation in neighboring countries and its own risk factors, HIV prevalence will continue to rise in Bangladesh in the near term and will eventually be a significant health problem.

3. Indicator. HIV seroprevalence among the sexually active adult population.

J1.1 Opportunity Outcome 1.1: Condom use by populations at high risk to HIV/AIDS increased.

(a) Rationale. Given Bangladesh's present low HIV seroprevalence rate, the most effective strategy for AIDS control is to target high risk groups with peer and community education and condom promotion. These groups include prostitutes and their clients, transport workers, international fishermen and military personnel. The USAID-supported Social Marketing Company (which sells over 130 million condoms a year nationwide) provides a mechanism which could be used to make condoms readily accessible to these high risk groups.

(b) Key Assumptions. None.

(c) Indicators. (1) Numbers of condoms sold through Social Marketing Company (SMC) outlets in close proximity to places of high risk sexual behavior increased. (2) Use of condoms by high risk groups increased.

J1.2 Opportunity Outcome 1.2: STD treatment services in facilities frequented by high risk groups improved.

(a) Rationale. STDs significantly increase the chances of HIV transmissions through sexual intercourse. This tactic focuses on reducing the transmission of STDs among groups which are at high risk for contracting HIV/AIDS. The major activity will be improved diagnosis and treatment (case management) and counseling of STD patients in clinics which are frequented by groups at high risk of contracting HIV/AIDS.

(b) Key Assumptions. None.

(c) Indicators. (1) Case management of STDs improved. (2) Incidence of syphilis in high risk groups reduced.

K. Target of Opportunity 2: Use of environmentally sustainable production practices by enterprises increased.

Agency Emphasis: Protect the environment.

1. Rationale. The government of Bangladesh approved, in 1992, a national environmental strategy which sets the policy framework for environmental action in the country. It emphasizes maintenance of the ecological balance, and development that is sustainable, through appropriate management of the country's natural resources; protection from natural disasters; identification and control of all activities deemed polluting and degrading the environment. Subsequent to the policy, the BDG initiated work on the National Conservation Strategy (NCS) and the National Environmental Action Plan (NEMAP). The NCS is presented as the blueprint for the integration of environmental and economic concerns. The NEMAP will identify the key environmental issues presently of concern to Bangladesh and the actions required to halt or reduce the rate of environmental degradation, conserve the country's biodiversity, and promote sustainable development through the end of the decade.

While the country is developing credible documentation of the impacts resulting from intensive population pressures and growing economic activity within the country, a profound understanding of the problems, and the capability to rationally manage the country's natural resources in a sustainable manner is only in the earliest stages of development. The ability to integrate environmental concerns within a national planning context is lacking. While there is growing concern over the environment, the country is only now beginning to develop the capability to implement sustainable management practices within investment projects.

2. Key Assumptions. The government, NGO and commercial private sector are committed to the need for implementing environmental programs. The government will institute the legal and structural changes necessary for integrated planning at the national and regional levels.

3. Indicators. Increased numbers of public and private investments integrate environmental concerns and evaluate potential environmental impacts when implementing projects. Policies are changed to reinforce sustainability of programs and projects.

K2.1 Opportunity Outcome 2.1: Capacity of private and public sector to identify, resolve, and enforce solutions to urban and industrial pollution problems enhanced.

(a) Rationale. The government is developing national policies, an updated legal framework and action plans to reinforce actions supportive of the environment and management of the country's natural resources. The country's human and institutional capabilities to achieve this goal however, are nascent and require support. The Ministry of Environment and Forests was established only in 1987. The Flood Action Plan has devoted considerable resources to enhance knowledge of the country's water resources, but has no institutional plan for integrating this knowledge nor making effective use of it. Pollution is increasing from various industrial and agricultural processes and plants throughout the country, causing various degrees of degradation in the environment. There is a general absence of pollution abatement in terms of waste minimization and treatment, and there is a low level of environmental awareness amongst industrialists and entrepreneurs. Inadequate incentives or a regulatory control of industrial pollution stems from inappropriate legislation and inadequate resources allocated to regulatory bodies.

(b) Key Assumptions. The government is committed to developing the institutions, and to implementing those key actions resulting from the different sectoral plans.

(c) Indicators. (1) Action Plans are formally reviewed and priority actions identified within a national planning context and based on clear economic rationale. (2) Land use management planning and sectoral programs explicitly protect the multiple uses of resources.

K2.2 Opportunity Outcome 2.2: Private sector awareness of environmental aspects of product quality and worker health increased.

(a) Rationale. As the country proceeds with stated objectives of diversifying its agricultural production base, there will be an increasing requirement for product processing. There are major technical problems currently in agricultural product processing leading to unsafe, or adulterated foods, excessive post harvest loss, environmental pollution and relatively high unit costs and low quality.

Further, the country lacks the capacity to test products, especially to meet export quality requirements for government

(b) **Key Assumptions.** The government and private sector lack access to available scientific knowledge and technologies. The government is committed to upgrading structural and legal framework for agricultural input and output markets.

(c) **Indicators.** Increased use of good manufacturing practices (to include worker hygiene and plant sanitation), knowledge and implementation of environmental risk management techniques for agribusiness laboratories introduced, and key phytosanitary constraints blocking Bangladeshi exports identified and reduced.

L. Target of Opportunity 3: Women's access to equitable treatment under law increased.
Agency Emphasis: Building democracy.

1. **Rationale.** Although Article 28 of the Constitution of Bangladesh expressly prohibits gender-based discrimination, women do not enjoy equal status with men under the law. The 1961 Muslim Family Ordinance, for example, provides for less inheritance for female than for male family members and more limited divorce rights. Under criminal and civil law, women are granted equal status and the government has enacted specific laws prohibiting certain forms of discrimination against women including the Anti-Dowry Prohibition Act of 1980 and the Cruelty to Women Law of 1983. In practice, however, women are frequently unaware of their legal rights and strong social and cultural stigmas as well as their limited incomes prevent many women from seeking legal redress through a court system which is heavily backlogged.

2. **Key Assumptions.** (1) As increasing numbers of women assume different social and economic roles, their vulnerability to unequal laws or inequitable application of laws will increase. (2) The government will promote gender equality under law and the courts will support gender equality.

3. **Indicators.** Enforcement of legal provisions aimed at eliminating gender discrimination improved.

L3.1 Opportunity Outcome 3.1: Rural women's awareness of legal rights and access to legal services increased.

(a) **Rationale.** Rural women are among those most isolated from the equal protection of law. High levels of illiteracy obscures their knowledge of their rights and dependence upon their husbands' families blocks their access to legal redress when it is needed.

(b) **Key Assumption.** Informal networks can be used to enhance rural women's awareness of their legal rights and access to legal services.

(c) **Indicators.** (1) Registered marriages in project areas increased. (2) Percentage of disputes in project areas successfully mediated through village councils (shalish) increased.

L3.2 Opportunity Outcome 3.2: Capacity of garment workers to bargain collectively improved.

(a) **Rationale.** The single largest source of industrial employment for women in Bangladesh is the sewing of garments for export. This industry currently employs an estimated one million people, 85% to 90% of whom are women. The garment industry is rife with practices which limit the rights of worker to organize and bargain collectively to improve their status.

(b) **Key Assumption.** The government, the Registrar of Trade Unions, and courts will uphold the Constitutional right of workers in the private sector to form unions for the purpose of collective bargaining.

(c) **Indicators.** (1) Number of female garment workers who are members of the Bangladesh Independent Garment Workers (BIGU) increased. (2) Percent of BIGU members benefiting from full application of labor laws increased.

PART III BANGLADESH ACTION PLAN FYs 1995, 1996 and 1997

I. Overview.

A. Summary Resources Request.

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
Sustainable Development:	\$41.42	\$50.39	\$50.39
Bilateral	\$39.69	\$39.69	\$39.69
Global Field Support	\$ 1.72	\$10.55	\$10.55
ANE Regional	\$.15	\$.15	\$.15
P.L. 480 Title II:	\$12.90	\$13.00	\$13.00
P.L. 480 Title III:	\$ 7.50		
Staff:	28	28	26

B. The Development Challenge.

With 830 people per square kilometer, Bangladesh is the world's most densely populated country, which places extreme pressure on the country's resources. As a result, approximately one-half of the population lives in poverty on annual per capita incomes of \$220. Malnutrition in Bangladesh is high --among the highest in the world for under five year olds-- and infant mortality is above the average for low income countries. Male and female life expectancies in Bangladesh are also substantially below the average for low income countries.

With U.S. assistance, Bangladesh is successfully confronting many of its key developmental challenges. Since 1987, the total fertility rate declined by 28%, to four children per woman. Vaccination rates for children and women of reproductive age have increased. Virtual self-sufficiency in rice production has been achieved. Free and fair elections at the national level were held in 1991 and, subsequently, many times at the local level. The government budget now funds 33% of the country's development projects (up from 9% in 1990), and an increasing proportion of development resources is directed to basic human services including health, family planning and education. U.S. assistance was particularly important in helping to achieve Bangladesh's fertility decline and rice self-sufficiency successes.

U.S. assistance to Bangladesh focuses on reducing population growth, infant and child mortality and food insecurity for the poor, and on encouraging responsive representative government.

II. Strategic Objective Narratives.

A. SO 1. Use of modern contraceptives by eligible couples increased.

1. Rationale. Increased modern contraceptive use is the most effective means to reduce fertility. USAID programs in Bangladesh have demonstrated that sustained support for family planning information and services can contribute to measurable reductions in fertility despite low economic and social indicators. This SO contributes to the Agency's strategic emphasis on stabilizing world population growth and USAID/Bangladesh's strategic subgoal of sustainable replacement fertility.

2. Tactics. USAID activities: (1) increase access to family planning services through the private sector; and (2) improve the quality of services available. USAID's family planning activities are complemented by those which expand micro-enterprise and wage-employment opportunities for women under SO 6 and promote the use of high impact maternal and child health interventions under SO 2. USAID also targets increased use of condoms by groups at high risk from HIV/AIDS and sexually transmitted diseases through Target of Opportunity (TO) 1.

3. Performance. The estimated total fertility rate for 1994 is four children per woman, down from 5.6 in 1987. Current estimates for the total contraceptive prevalence rate (CPR) and the CPR/modern methods are 45% and 37% respectively, up from 40% and 31% respectively in 1991. Sales of condoms by the Social Marketing Company amounted to 68% of national distribution; sales of pills, 18%.

4. Expected Impacts.

--Overall contraceptive method use rate among married women of reproductive age increased from 29.8% in 1986 to 50% in 1997;

--Modern contraceptive method use rate among married women of reproductive age increased from 22.9% in 1986 to 42% in 1997;

--Reliance upon clinical methods of family planning increased from 35% in 1991 to 43% in 1997; and

--Percentage of national distribution of condoms sold by Social Marketing Company increased from 60% in 1988 to 75% in 1997; and of pills, from 14% in 1988 to 20% in 1997.

5. Resource Needs for SO 1.

\$21,799,000 in Population Development Assistance funds will be needed in FY 96 and again in FY 97 for this Strategic Objective. These funds will all come from Mission bilateral resources, although Global Bureau services may be procured with some of these funds.

B. SO 2. Use of high impact maternal and child health services increased.

1. Rationale. This SO focuses on improving the health and survival of infants and children by increasing the availability of key child survival and maternal health services including child spacing through support to the public, private, and commercial sectors. It contributes to the Agency's strategic emphasis on protecting human health and USAID/Bangladesh's strategic subgoal of improved health status of the population.

2. Tactics. USAID activities: (1) increase the immunization rate of urban children under one year of age for six vaccine preventable diseases and urban women of reproductive age against tetanus; (2) expand and improve the quality of maternal and child health services provided by NGOs; and (3) expand the private sale of oral rehydration salts packets (proven effective in preventing infant and child deaths from diarrheal diseases) through the Social Marketing Company (SMC).

3. Performance. Over the seven year period between 1987 and 1994, the infant mortality rate dropped by 30% to 90 deaths per 1000; the child mortality rate fell by 21% to 132 deaths per 1000; the percentage of children under one fully vaccinated increased from 5% to 58%; the percentage of urban women fully vaccinated against tetanus increased from 5% to 82%; and sales of ORS packets by the Social Marketing Company amounted to 85% of national distribution or 33 million packets.

4. Expected Impacts.

--Infant mortality rate reduced from 128 per 1000 live births in 1986 to 83 in 1997;

--Under five years of age mortality rate reduced from 168 per 1000 children surviving to 59 months of age in 1986 to 120 in 1997;

--Percentage of urban children under one year of age fully vaccinated increased from 5% in 1987 to 75% in 1997;

--Percentage of urban women (15-49) fully vaccinated against tetanus increased from 5% in 1987 to 85% in 1997; and

--Sales of ORS packets by the Social Marketing Company increased from four million in 1987 to 35 million in 1997.

5. Resource Needs for SO 2.

\$3,000,000 in Development Assistance (all child survival) funds will be needed for this strategic objective in FY 96 and again in FY 97. Of this \$3,000,000 in both years, up to \$2,000,000 will be from the Global Bureau's field support funds to secure Global Bureau services. The exact amount to be obligated for Global Bureau services depends upon the amount of "fully loaded costs" associated with Global Bureau services used.

C. SO 3. Institutional, programmatic, and financial sustainability of family planning and maternal child health programs enhanced.

1. Rationale. The long-term future of family planning service delivery depends upon sufficient financing and institutional capabilities. Accordingly, increased emphasis is being paid to such issues as cost effectiveness, efficiency of management systems and services, decreasing dependence on donors for recurrent cost financing, and user fees. This SO contributes to the Agency's emphases on stabilizing world population growth and protecting human health and USAID/Bangladesh's strategic subgoals of sustainable replacement fertility and improved health status of the population.

2. Tactics. USAID activities: (1) improve the efficiency of organizations that provide family planning and MCH services; (2) find ways for providers and program managers to become less dependent on donor financial and technical assistance; (3) improve the institutional capabilities of service delivery organizations; (4) enhance the capability of indigenous organizations to design, conduct and apply operations research; and (5) support communications programs which encourage smaller families and better health practices.

3. Performance. The Social Marketing Company increased the percentage of operating costs covered by sales proceeds from 24% to 57% (excluding marketed commodities). In addition, research on the costs of the national family planning program and alternate service delivery systems has been conducted.

4. Expected Impacts.

--Percent of overall recurrent costs of the family planning program funded by donors reduced from 73% in 1990 to 60% in 1997;

--Percent of operating costs of the Social Marketing Company covered by sales income increased from 24% in 1986 to 100% in 1997 (excluding marketed commodities); and

--Costs per couple year of contraceptive protection reduced.

5. Resource Needs for SO 3.

\$7,000,000 in Population Development Assistance funds, all from the Mission's bilateral account, will be needed for this Strategic Objective in FY 96 and again in FY 97. Some of these funds will be used to secure Global Bureau services.

D. SO 4. Diets of the poor nutritionally enhanced.

1. Rationale. Malnutrition among the poor results in part from inadequate caloric consumption and low consumption by the poor of fish, oil, pulses and vegetables high in betacarotene and other essential micronutrients. Low consumption is due, in turn, to a lack of availability (e.g., low production of dark green leafy vegetables) and accessibility (e.g., foodgrain purchases preclude purchases of other items) to foods rich in micronutrients and protein by poor households. This SO contributes to the Agency's emphasis on broad-based economic growth and USAID/Bangladesh's strategic subgoal of food security.

2. Tactics. USAID activities increase: (1) the production and consumption of micronutrient and protein rich foods by poor households; (2) the effectiveness of targeted food programs; and (3) sustainable harvests of open capture fisheries.

3. Performance. Effective food aid programs and food policy reforms have better targeted public food towards the poor, with the percent of food targeted on the poor increasing from 39% in 1992 to 62% in 1995. Over the past several years, homestead production and consumption of fish and vegetables by poor women has increased as the number of home vegetable gardens and fishponds have increased from zero in 1990 to 180,000 in 1995 and by 1996 will benefit an estimated 3.7 million people. Between 1992 and 1993, monthly food expenditures for rural households increased by 20%. Activities related to sustainable harvests of open capture fisheries are expected to begin in FY 96, if funding becomes available.

4. Expected Impacts.

--Wasting (weight for height) for children aged 6 to 59 months reduced from 20% in 1994 to 10% in 1999;

--Night blindness among children 24 to 59 months reduced;

--Numbers of poor women and poor households overall producing fish and vegetables increased; and

--Percent of Public Food Distribution System going to effectively targeted programs increased from 39% in 1991 to 70% in 1997.

5. Resource Needs for SO 4.

\$8,000,000 will be needed for SO 4 in FY 96, of which \$1,200,000 will be provided by discretionary Development Assistance from the Mission's bilateral funds, \$3,300,000 by Global Bureau field support funds (under the micronutrient directive) and \$3,500,000 from PL 480 Title II resources. In FY 97, the total obligation for SO 4 will increase to \$8,200,000; the funding allocations will be similar to those described for FY 96 except that the Mission's discretionary funding will increase to \$1,400,000.

E. SO 5. Agricultural productivity per hectare increased.

1. Rationale. Because all available agricultural land is currently under production, productivity per hectare must be increased if Bangladesh is to continue to feed itself. Productivity per hectare can be increased through increased use of inputs (e.g., fertilizer), introduction of new technologies (e.g., improved seeds) and increased access to markets and market information (e.g., through improved roads, electrification, and changes in policies). This SO contributes to the Agency's emphasis on broad-based economic growth and USAID/Bangladesh's strategic subgoal of food security.

2. Tactics. USAID activities: (1) promote the use of technologies which enhance agricultural productivity per hectare and are environmentally sound; (2) change government policies to increase farmers' access to markets; and (3) improve rural market roads and electricity distribution systems.

3. Performance. Value added in agriculture in 1993 increased by 7% over 1990/91. The number of electricity driven irrigation pumps increased by about 4,000. New activities to promote more productive and environmentally sound agricultural technologies and expansion of rural road network begin in 1995.

4. Expected Impacts.

--Real value added in agriculture increased 33% between 1990 and 1997;

--Number of farmers using more productive technologies increased from 50,000 in 1994 to 1,200,000 in 2000;

--Tonnage of fertilizer and improved seed marketed in Bangladesh increased;

--Use of electricity for irrigation increased from 32,000 pumps in 1993 to 58,000 pumps in 2000;

--10,000 kilometers of environmentally sound market roads added to rural road network by 1997.

5. Resource Needs for SO 5.

A total of \$16,476,000 will be needed in FY 96 for SO 6, of which \$2,790,000 will be from the Mission's non-population bilateral Development Assistance funds (of which \$500,000 will be in renewable energy directive funds), \$4,050,000 from Global Bureau field support funds (of which \$500,000 will be in renewable energy and \$2,000,000 in environmental directive funds), and \$9,486,000 from PL 480 Title II resources. In FY 97, the total obligation for SO 6 will be \$16,982,000, the increase coming from the Mission's non-population bilateral Development Assistance funds (of which \$696,000 will be in renewable energy directive funds).

F. SO 6. Real household income increased.

1. Rationale. Increased real incomes enable poor households to increase consumption and savings and invest more in health, family planning and education. For the foreseeable future, the majority of the Bangladeshi workforce will earn its income from agriculture, where incomes can be raised through increasing agricultural productivity. Expanding non-farm employment opportunities particularly through micro- and small businesses development also contributes to increased household incomes. This SO contributes to the Agency's emphasis on broad-based economic growth and USAID/Bangladesh's strategic subgoal of food security.

2. Tactics. USAID activities: (1) develop an enabling environment within which small and micro-entrepreneurs can operate profitably; (2) improve business efficiencies through skills training, introduction of better technologies, and non-traditional credit availability; and (3) increase levels of disaster preparedness to mitigate the amount of property and related income loss caused by disasters. Unregulated industrial growth has contributed to environmental problems. Through this SO and TO 2 (use of environmentally sustainable production practices by enterprise increased) USAID will selectively contribute technical assistance to mitigate such problems to help ensure sustainable employment in the industrial sector. Similarly, full economic participation by women is constrained by socio-cultural factors which USAID will address through leveraged interventions including the provision of legal or mediation services through TO 3, women's access to equitable treatment under law increased.

3. Performance. Between 1992 and 1993, poor rural households enjoyed an increase in non-land asset ownership, reflecting an increase in income available for non-food purchases. USAID involvement in the emergence of private fertilizer and rice markets contributed to lower food prices. It also generated an estimated 110,000 and 90,000 jobs respectively. USAID project loans to poor women result in daily incomes of 30% to 300% above the daily rate for agricultural labor. In addition, with USAID assistance, Bangladesh's bankruptcy act was revised; procedures for registering foreign investments were simplified; and export controls reduced. Activities related to disaster preparedness begin in 1995.

4. Expected Impacts.

- Real household income of \$757 (at 1985 prices) in 1989 increased;
- Number of loans through USAID projects increased from 19,000 in 1992 to 59,000 by 1997;
- Private investment in GDP increased from 5.8% in 1990/91 to 12.3% in 2000; and
- Employment in agricultural and industrial sectors increased.

5. Resource Needs for SO 6.

In FY 96 and again in FY 97, \$3,500,000 will be needed for SO 6. These funds will be drawn from the Mission's bilateral funds, of which approximately \$1,300,000 will be in microenterprise directives funds and the remainder will be in discretionary Development Assistance funds.

G. SO 7. Citizen Access to Public Policy Information Increased.

1. Rationale. For a democracy to be responsive, citizens must be involved and informed. Media coverage of public policy issues needs to be expanded, the strength of issue-oriented advocacy groups need to be improved, and political campaigns need to be issue driven. This SO contributes to the Agency's emphasis on building democracy and USAID/Bangladesh's strategic subgoal of responsive representative government.

2. Tactics. USAID activities: (1) improve policy analysis and dissemination of the results of the analyses by civil society organizations; (2) increase the depth and breadth of public policy and government performance reporting by print journalists; and (3) increase the issue oriented content of campaigns.

3. Performance. Voter education programs will begin in 1995. However, CSOs researched and sponsored four workshops attended by the public and Members of Parliament on such topics as effectiveness of Parliamentary Committees, the budget process and the importance of an independent judiciary. Approximately 300 practicing journalists received training and the quality of press coverage of public policy issues is broadly recognized as improved.

4. Expected Impacts.

- Percentage of voters who describe themselves as well-informed on election issues increased;
- Publications of select civil society organizations (CSOs) distributed to a larger audience; and
- Public policy content of select newspapers and newsweeklies increased.

5. Resource Needs for SO 7.

In FY 96, \$1,406,000 from the Mission's discretionary bilateral Development Assistance funds will be needed in FY 96. In FY 97, \$700,000 will be needed in Mission discretionary bilateral Development Assistance funds.

H. SO 8. Citizen Participation in Processes for Achieving Public Policies Increased.

1. Rationale. This strategic objective works to strengthen those institutions which enable citizens to become involved in government decision making. It focuses on achieving public policy rather than its formulation to ensure that government is responsive and citizens track the performance of elected officials. This SO contributes to the Agency's strategic emphasis on building democracy and USAID/Bangladesh's strategic subgoal of responsive representative government.

2. Tactics. USAID activities: (1) increase voters' and candidates' confidence in the freedom and fairness of elections and (2) strengthen the policy development and oversight capacity of elected bodies.

3. Performance. A system of voter identification cards and automated voter registration lists have been piloted successfully by the Election Commission leading to the government's decision to replicate these systems nationwide. Elections for four cities and one Parliamentary by-election were effectively monitored by local civil society organizations (CSOs) and broadly recognized as free and fair. Five bills drafted by CSOs were debated in Parliament, two were passed.

4. Expected Impacts.

- Number of calls on members of elected bodies by CSOs or NGOs increased;
- Quality of elections as assessed by election monitors increased;
- Number of election protests filed by candidates decreased; and
- Ratio of private to government bills introduced in Parliament increased.

5. Resource Needs for SO 8.

In FY 96 and again in FY 97, \$2,000,000 will be needed for SO 8. It is expected that half of these funds will be from the Mission's discretionary bilateral Development Assistance funds and half from Global Bureau field support funds.

I. Target of Opportunity 1: Low HIV seroprevalence and transmission rates sustained.

1. Rationale. HIV prevalence is presently very low in Bangladesh (probably less than 0.05% among sexually-active adults). However, Bangladesh has important risk factors which could lead to rapid increases in HIV prevalence including generalized high sexually-transmitted disease (STD) rates, neighboring countries with serious HIV/AIDS problems, rapidly growing urban populations, a large number of Bangladeshis who work in foreign countries, and a relatively large prostitute population.

Now is the time to act to keep the expected increases in HIV prevalence within modest levels. Activities under this TO reinforce activities related to increasing contraceptive use under SO 1.

2. Tactics. USAID activities under this target of opportunity will begin in late 1995. They are intended to promote increased condom use by high risk populations and to improve the treatment of sexually transmitted diseases in facilities frequented by high risk groups.

3. Performance. HIV/AIDS prevention activities will begin in late 1995.

4. Expected Impacts.

-- Numbers of condoms sold through Social Marketing Company (SMC) outlets in close proximity to places of high risk sexual behavior increased.

--Use of condoms by high risk groups increased.

--Case management of STDs improved.

5. Resource Needs for TO 1.

In FY 96, \$200,000 will be needed in Global Bureau services (AIDSCAP). Depending upon the level of bilateral Population Development Assistance provided to the Mission in FY 96, funding for these services may be requested from Global Bureau field support funds.

J. Target of Opportunity 2: Use of environmentally sustainable production practices by enterprises increased.

1. Rationale. The government of Bangladesh approved, in 1992, a national environmental strategy which sets the policy framework for environmental action in the country. It emphasizes: maintenance of the ecological balance and development that is sustainable, through appropriate management of the country's natural resources; protection from natural disasters; and identification and control of all activities deemed polluting and degrading to the environment. Subsequent to the policy, the BDG initiated work on the National Conservation Strategy (NCS) and the National Environmental Action Plan (NEMAP). The NCS is presented as the blueprint for the integration of environmental and economic concerns. The NEMAP will identify the key environmental issues presently of concern to Bangladesh and the actions required to halt or reduce the rate of environmental degradation, conserve the country's biodiversity, and promote sustainable development through the end of the decade.

While the country is developing credible documentation of the impacts resulting from intensive population pressures and growing economic activity within the country, a profound understanding of the problems and the capability to rationally manage the country's natural resources in a sustainable manner is only in the earliest stages of development. The ability to integrate environmental concerns within a national planning context is lacking. While there is growing concern over the environment, the country is only now beginning to develop the capability to implement sustainable management practices within investment projects.

2. Tactics. USAID activities will: (1) Enhance the capacity of private and public sector organizations to identify, resolve, and enforce solutions to urban and industrial pollution problems and (2) Increase awareness among private sector production facilities of environmental aspects of product quality and worker health.

3. Performance. The environmental awareness and reporting capacity of 35 Bangladeshi journalists have been enhanced as a result of training; two government environmental planners have been trained to assess the economics of environmental activities; and a study of the environmental impact of Bangladesh's leather tanning industry has been completed.

4. Expected Impacts.

--Land use management planning and sectoral development programs explicitly protect the multiple uses of resources.

--Increased numbers of private and public investments integrate environmental concerns and evaluate potential environmental impacts of projects.

5. Resource Needs for TO 2.

In FY 96 and again in FY 97, \$150,000 in US-AEP funds will be needed to implement proposed industrial environmental programs.

K. Target of Opportunity 3: Women's access to equitable treatment under law increased.

1. Rationale. Although the Constitution of Bangladesh expressly prohibits gender-based discrimination, women do not enjoy equal status with men under the law. The 1961 Muslim Family Ordinance, for example, provides for less inheritance for female than for male family members and more limited divorce rights. Under criminal and civil law, women are granted equal status and the government has enacted specific laws prohibiting certain forms of discrimination against women including the Anti-Dowry Prohibition Act of 1980 and the Cruelty to Women Law of 1983. In practice, however, women are frequently unaware of their legal rights, and strong social and cultural stigmas as well as their limited incomes prevent many women from seeking legal redress through a court system which is heavily backlogged.

2. Tactics. USAID activities will: (1) increase rural women's awareness of legal rights and access to legal services increased; and (2) enhance the capacity of garment workers, most of whom are women, to bargain collectively.

3. Performance. USAID support enabled a coalition of Bangladeshi NGOs to mediate successfully more than 3,000 cases, more than half of these on behalf of women. USAID support also facilitated the formation of an independent union within the garment industry and trained more than 6,000 garment worker about union and workers' rights under law.

4. Expected Impacts.

--Registration of marriages, necessary to protect a women's legal rights, in project areas increased.

--Percentage of disputes in project areas successfully mediated through village councils (shalish) increased.

--Number of female garment workers who are members of the Bangladesh Independent Garment Workers (BIGU) increased.

--Percent of BIGU members benefiting from full application of labor laws increased.

5. Resource Needs for TO 3.

In FY 96 and again in FY 97, \$400,000 will be needed for TO 3, of which \$200,000 will come from the Mission's discretionary bilateral Development Assistance funds and \$200,000 will come from Global Bureau field support funds for the Asian-American Free Labor Institute (AAFLI).

III. Resource Requirements

A. Program Resource Requirements

The FY 96 and 97 base bilateral levels included in Figures 4 and 5 are straightlined from FY 95 at \$39,696,000. These levels have been used for the purposes of program planning because they are seen as being more reasonable than the levels proposed in the FY 1996 Congressional Presentation. Global Bureau field support levels have been increased significantly over the FY 95 level (from \$1,578,000, including \$800,000 in micronutrient directive funds, in FY 95 to \$10,550,000 in FYs 96 and 97). This increase does not necessarily reflect a greater reliance upon Global Bureau services since the Mission has made extensive use of buy-ins to Global and regional projects in the past. Accordingly, access to Global and regional services remains an important pillar of the USAID/Bangladesh program.

A "plus 5 percent" level in FY 97 increases the mission's bilateral Development Assistance funds to \$41,680,000. Assuming that population funds will be straightlined at \$28,800,000 from FY 95, the additional 5 percent translates into only approximately \$2,000,000 in non-population funds. The Mission would program this additional \$2,000,000 for use in the Women's Enterprise Development Project (to expand activities both into new geographic areas of the country and to non-governmental credit entities) and new activities addressing sustainable harvests in open capture fisheries (PO 4.3). All of the additional \$2,000,000 for these activities would be appropriate for microenterprise, micronutrient and/or environmental directives and would directly address the Mission's three food security strategic objectives. We would continue to require \$10.7 million in Global Bureau field support funds (i.e., straightlined from our FY 96 level). This support is needed for the continuation of food security (e.g., homestead gardening), democracy, and child survival activities in Bangladesh.

A "minus 20 percent" level in FY 97 would give the mission \$31,760,000 in bilateral funds. Again assuming that population funds will continue to be straightlined at \$28,800,000 from FY 95, the "minus 20 percent" level would provide a total of only \$2,960,000 in non-population funds. At this level:

- Mission bilateral funding for SOs 7 and 8 would cease (although some democracy activities could continue if Global Bureau field support funding of \$1.2 million for the two SOs were made available). FY 96 bilateral funding for SOs 7 and 8 would allow activities to continue through early CY 1997. As a country struggling to maintain its democratic equilibrium, we see our continued assistance in democracy as critical. As a country reinvention laboratory for democracy, we have looked forward to engaging a broad spectrum of Bangladeshis and our partners in the development of new initiatives which would begin in FY 96. The Ambassador considers activities in this area to be extremely important. Recent initiatives to strengthen the Election Commission and bolster the capacity of domestic election monitors have been major topics of discussion with the Prime Minister and opposition leaders. Furthermore, legal awareness and mediation activities are absolutely essential to sustain the growing empowerment of women in Bangladesh.

- All of the Mission's non-population bilateral funding would be used to fund the Integrated Food for Development and Women's Enterprise Development Projects. JOBS, Rural Power and the Agro-based Industries and Technology Development activities would have to be dropped. Without the income-generating and agricultural productivity enhancing opportunities these activities provide, Bangladesh can expect, among other things, an increasingly un- and under-employed labor force and relatively lower levels of domestic food production which mean increased levels of poverty in a country where approximately half of the population already lives below the poverty line. Funding for SOs 4 and 5 would have to come primarily from Global Bureau field support funds; no Global Bureau funding is proposed for SO 6. The Mission would continue to require \$10.7 million in Global Bureau field support funds.

B. Program Management Requirements

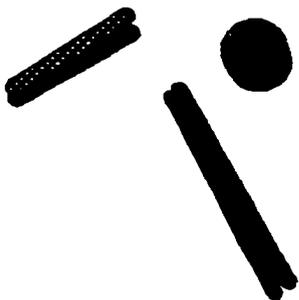
Given the reductions in resource levels in FY 1995 and the staff needed to implement the ongoing program, USAID/Bangladesh envisages staffing levels remaining at 28 USDH (excluding 3 IDIs) in FY 1996, and a reduction of at least 2 USDH positions in FY 1997. The FY 1995 operating expense (OE) level is \$2,914,100 and the FY 1995 trust fund level is \$312,400 for a FY 1995 total of \$3,226,500. The dollar level includes \$67,000 for ISP purchases to reach Agency standards for automation. Assuming relatively stable program funding levels for FYs 1995, 1996 and 1997, the FY 1995 OE level (\$3,226,500) should be adequate for FY 1996 and give leeway for some reduction in FY 1997. This level should also cover a "plus 5%" in FY 1997 program scenario.

A "minus 20%" program scenario in FY 1997 would lead to a radical narrowing of the USAID/Bangladesh's future portfolio, focussing primarily on population and some microenterprise activities. There would continue to be staffing requirements in FY 1996 and FY 1997 to manage the new portfolio, the ongoing program, and the closeout of terminating activities. As a result, it is expected that USAID/Bangladesh staffing would be reduced from 28 US direct-hires (excluding three IDIs) to 17 and from 100 FSN employees to 70 in FY 1997. Staffing would be further reduced in FY 1998 to 11 USDH and 40 FSNs to implement the more limited program.

To calculate the OE effects of a "minus 20%" program scenario, USAID/Bangladesh assumed that major staff reductions would occur during the final quarters of FY 1996 and FY 1997 and that the full budgetary effect of the savings would not be realized until FY 1998. The FY 1996 and FY 1997

OE budgets would be high to pay for the extraordinary costs of post assignment travel for the 14 (including 3 IDIs) USDH in FY 1996 and 6 USDH in 1997 as well as for severance payments that would be made to terminated Mission FSN employees.

Based on these assumptions, USAID/Bangladesh estimates its FY 1996 OE needs to be \$4,120,000, of which \$3,807,600 would be dollars and \$312,400 would be in trust fund local currency. In FY 1997, the Mission estimates its OE needs would be \$2,785,000. Since the government's contribution to the trust fund is based on the number of U.S. TA contractors and total Mission local operating costs, its contribution to the OE trust is estimated to be \$150,000. This would leave Mission dollar OE needs for FY 1997 at \$2,635,000.



USAID/BANGLADESH STRATEGIC PLAN

FYs 95, 96, 97

Annexes

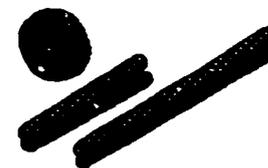
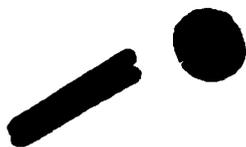
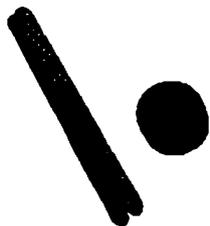


Figure 1
USAID/BANGLADESH PROGRAM OBJECTIVE TREE
AGENCY GOALS

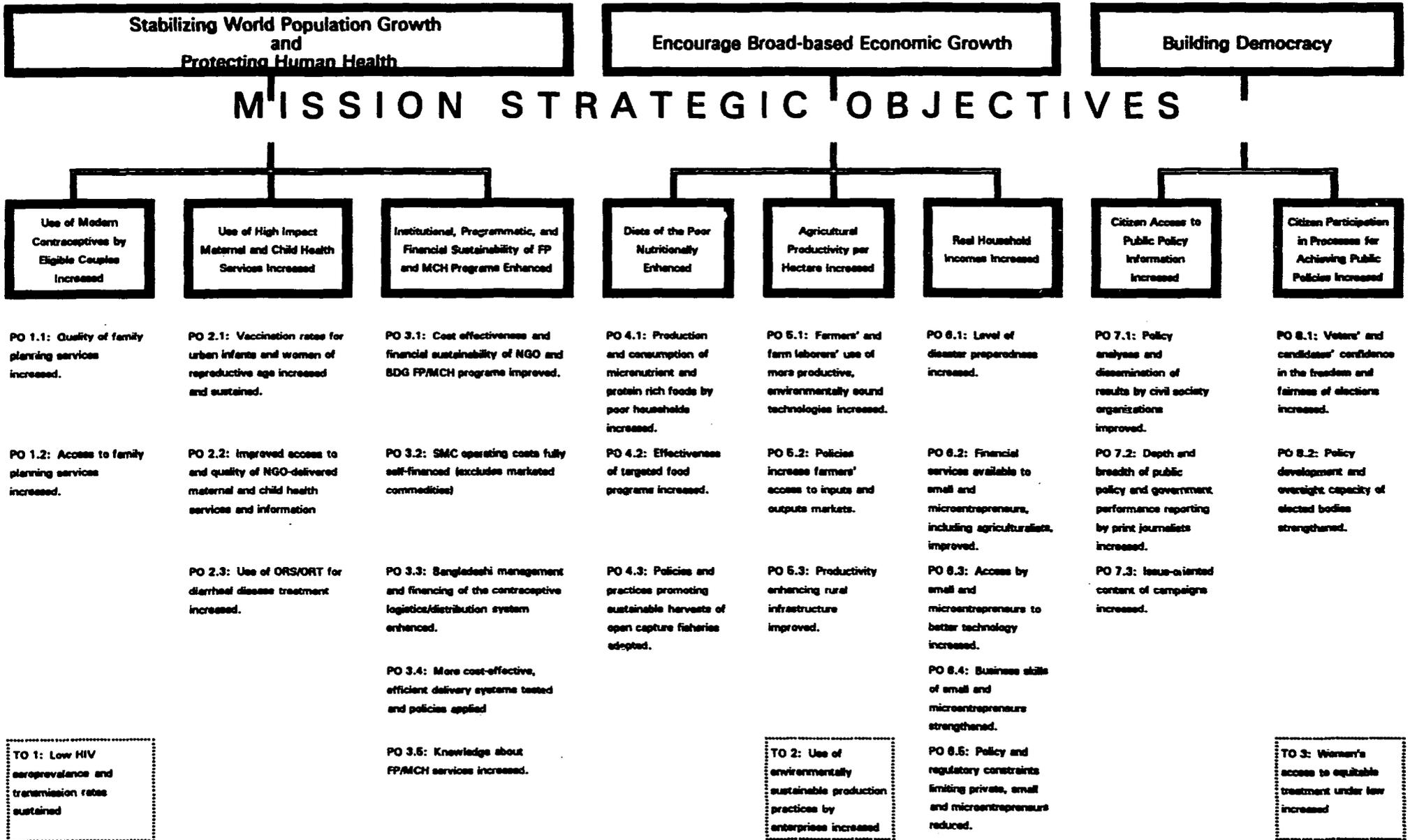


Figure 2

SO 1 Use of Modern Contraceptives by Eligible Couples Increased

PO 1.1: Quality of family planning services increased.

PO 1.2: Access to family planning services increased.

Supporting Activities (Projects):

Supporting Activities (Projects):

388-0071 Family Planning and Health Services⁷

388-0071 Family Planning and Health Services¹

388-0094 New Initiatives in Family Planning and Health¹

388-0094 New Initiatives in Family Planning and Health¹

⁷As part of the FPHS and NIFPH Projects, OYB transfers will be effected to obtain services from the Global Bureau. At this time these Global Bureau Managed projects include: 936-3023; 936-3024; 936-3030; 936-3038; 936-3046; 936-3052; 936-3054; 936-3055; 936-3057; 936-3058; 936-5901.01; 936-5986.01; 936-6004.08; and 936-6006.

Figure 2

SO 2 Use of High Impact Maternal and Child Health Services Increased

PO 2.1: Vaccination rates for urban infants and women of reproductive age increased and sustained.

Supporting Activities (Projects):

388-0071 Family Planning and Health Services⁶

388-0073 Urban Volunteers

388-0094 New Initiatives in Family Planning and Health²

PO 2.2: Improved access to and quality of NGO-delivered maternal and child health services and information

Supporting Activities (Projects):

388-0071 Family Planning and Health Services²

388-0073 Urban Volunteers

388-0094 New Initiatives in Family Planning and Health²

PO 2.3: Use of ORS/ORT for diarrheal disease treatment increased.

Supporting Activities (Projects):

388-0071 Family Planning and Health Services²

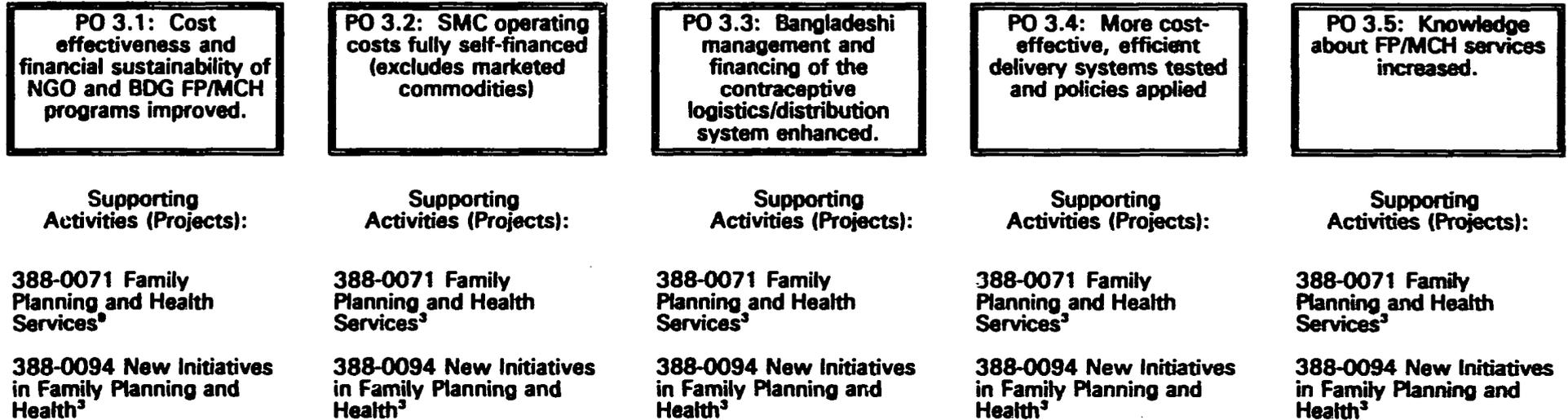
388-0073 Urban Volunteers

388-0094 New Initiatives in Family Planning and Health²

⁶As part of the FPHS and NIFPH Projects, OYB transfers will be effected to obtain services from the Global Bureau. At this time these Global Bureau Managed projects include: 936-3023; 936-3024; 936-3030; 936-3038; 936-3046; 936-3052; 936-3054; 936-3055; 936-3057; 936-3058; 936-5901.01; 936-5986.01; 936-6004.08; and 936-6006.

Figure 2

SO 3 Institutional, Programmatic, and Financial Sustainability of FP and MCH Programs Enhanced



^aAs part of the FPHS and NIFPH Projects, OYB transfers will be effected to obtain services from the Global Bureau. At this time these Global Bureau Managed projects include: 936-3023; 936-3024; 936-3030; 936-3038; 936-3046; 936-3052; 936-3054; 936-3055; and 936-3057; 936-3058; 936-5901.01; 936-5986.01; 936-6004.08; 936-6006.

Figure

SO 4 Diets of the Poor Nutritionally Enhanced

PO 4.1: Production and consumption of micronutrient and protein rich foods by poor households increased.

Supporting Activities (Projects):

936-4111 ICLARM/AVRDC

936-5122 OMNI

936-5966 Mothercare II

PO 4.2: Effectiveness of targeted food programs increased.

Supporting Activities (Projects):

388-0061 Food for Work III

388-0074 Technical Resources II (Food Policy)

388-0081 Integrated Food for Development

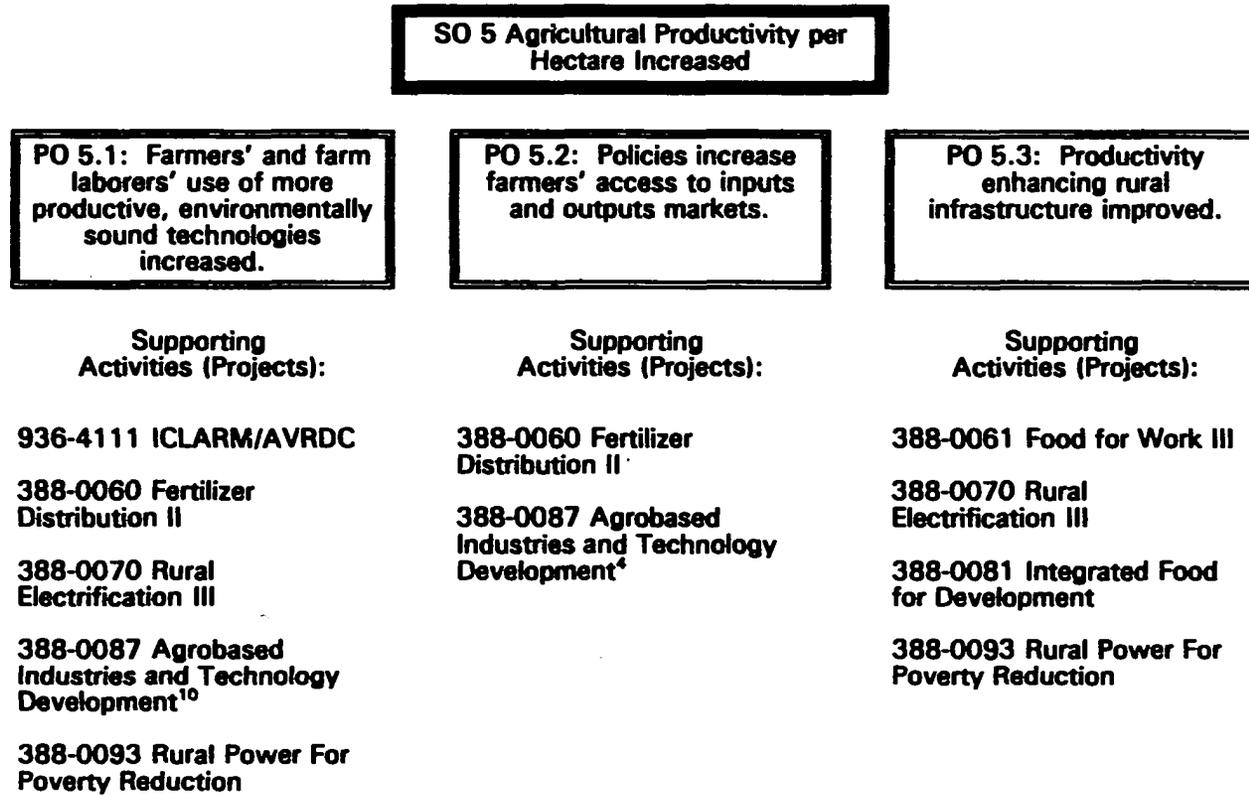
388-0083 Nutritional Surveillance

PO 4.3: Policies and practices promoting sustainable harvests of open capture fisheries adopted.

Supporting Activities (Projects):

936-4111 ICLARM

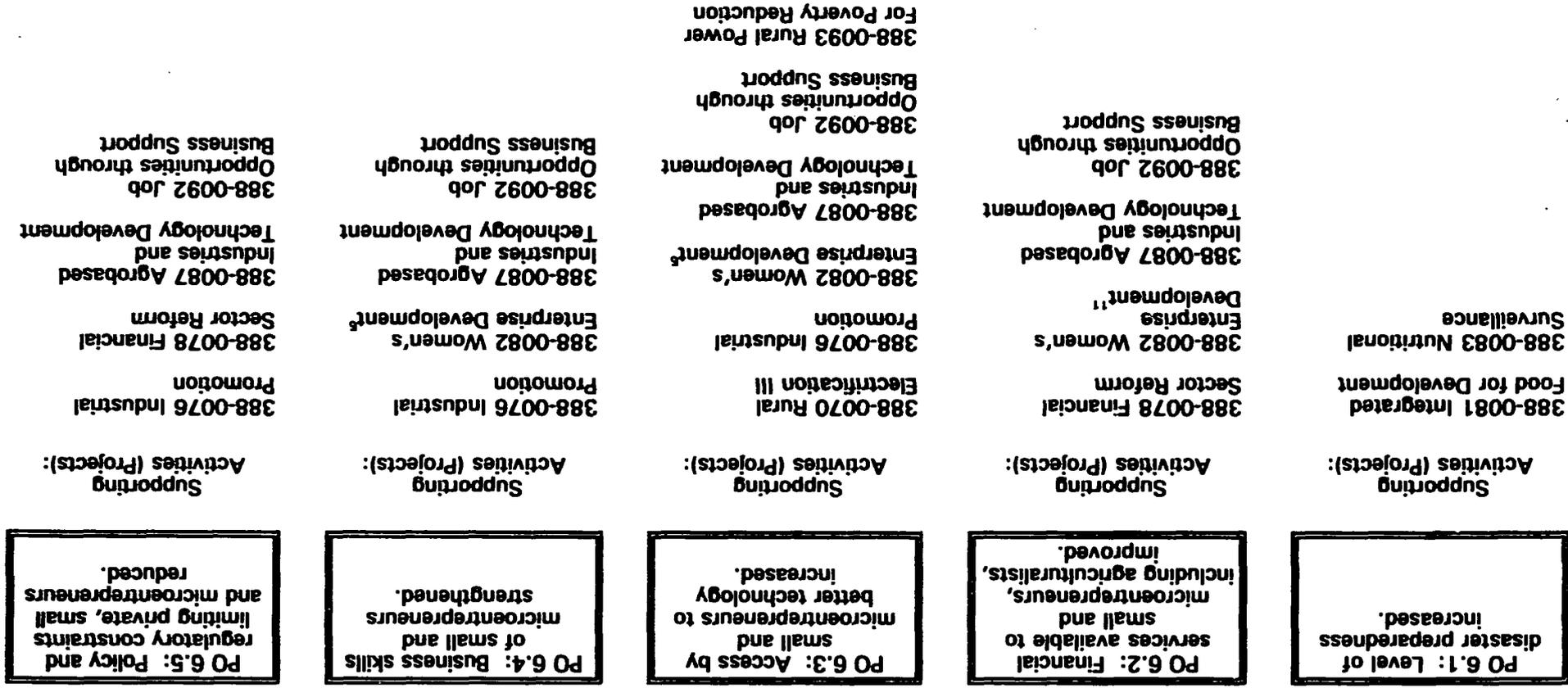
Figure



¹⁰As part of the Agrobased Industries and Technology Project, an OYB transfer will be effected to obtain services from RAP, 499-0009, which is managed by the Global Bureau.

SO 6 Real Household Incomes Increased

Figure 2



¹¹As part of the WEDP Project, a buy-in will be effected to obtain services from the Gemini Project, 336-5448, which is managed by the Global Bureau.

Figure 2

**SO 7 Citizen Access to Public
Policy Information Increased**

**PO 7.1: Policy analyses
and dissemination of
results by civil society
organizations improved.**

**PO 7.2: Depth and
breadth of public policy
and government
performance reporting
by print journalists
increased.**

**PO 7.3: Issue-oriented
content of campaigns
increased.**

**Supporting
Activities (Projects):**

**388-0072 Private Rural
Initiatives**

**388-0079 Institutional
Strengthening and Civic
Participation**

**388-0095 (New
Democracy Program)**

**Supporting
Activities (Projects):**

**388-0079 Institutional
Strengthening and Civic
Participation**

**388-0095 (New
Democracy Program)**

**Supporting
Activities (Projects):**

**388-0079 Institutional
Strengthening and Civic
Participation**

**388-0095 (New
Democracy Program)**

Figure 2

SO 8 Citizen Participation in Processes for Achieving Public Policies Increased

PO 8.1: Voters' and candidates' confidence in the freedom and fairness of elections increased.

PO 8.2: Policy development and oversight capacity of elected bodies strengthened.

Supporting Activities (Projects):

Supporting Activities (Projects):

388-0079 Institutional Strengthening and Civic Participation

388-0074 Technical Resources II

388-0095 (New Democracy Program)

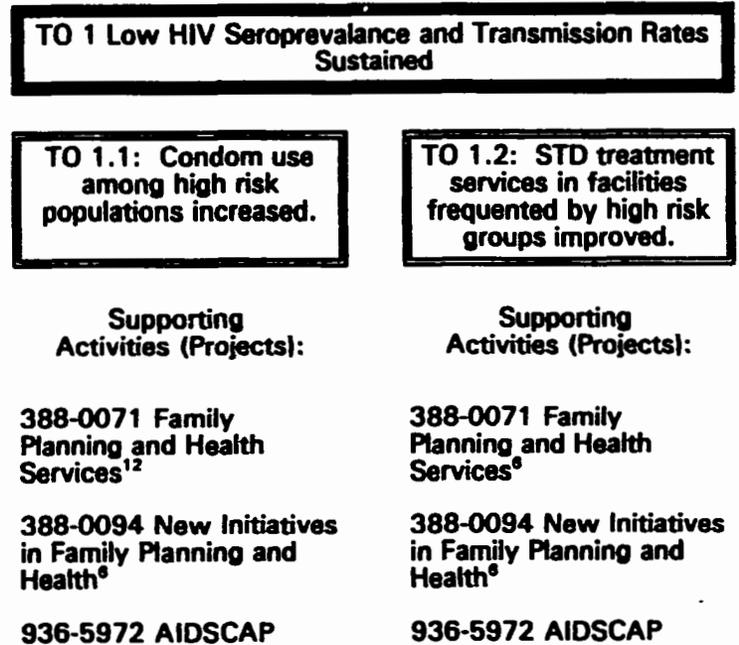
388-0079 Institutional Strengthening and Civic Participation

499-0002 Asia Democracy Program (NDI)

388-0095 (New Democracy Program)

499-0002 Asia Democracy Program (NDI, AAFLI)

Figure 2



¹²As part of the FPHS and NIFPH Projects, OYB transfers will be effected to obtain services from the Global Bureau. At this time these Global Bureau Managed projects include: 936-3023; 936-3024; 936-3030; 936-3038; 936-3046; 936-3052; 936-3054; 936-3055; 936-3057; 936-3058; 936-5901.01; 936-5986.01; 936-6004.08; and 936-6006.

Figure 2

TO 2 Use of Environmentally Sustainable Productive Practices by Enterprises Increased

TO 2.1: Capacity of private and public sector organizations to identify, resolve and enforce solutions to urban and industrial problems increased.

TO 2.2: Awareness by private sector organizations to environmental aspects of product quality and worker health increased.

Supporting Activities (Projects):

499-0015 U.S. Asian Environmental Project

499-0009 Regional Agri-Business Project

Supporting Activities (Projects):

499-0009 Regional Agri-Business Project

499-0015 U.S. Asian Environmental Project

936-5120 Project SUSTAIN

936-5555 Environmental and Natural Resources Policy and Training (EPAT)

Figure 2

TO 3 Women's Access to Equitable Treatment Under Law Increased

TO 3.1: Rural Women's awareness of legal rights and access to legal services increased.

TO 3.2: Capacity of garment workers to bargain collectively improved.

Supporting Activities (Projects):

499-0002 Asian Democracy Program

(New G/DG Rule of Law Program)

388-0095 (New Democracy Project)

Supporting Activities (Projects):

499-0002 Asian Democracy Program

(New G/DG Civil Society Capacity Building Program)

*46
A-12*

**Figure 3
USAID/BANGLADESH PORTFOLIO TIMELINE**

Number	Strategic Objective/ Project Name	FY 1994				FY 1995				FY 1996				FY 1997			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Strategic Objective 1: Use of Modern Contraceptive by Eligible Couples Increased																
388-0071	Family Planning and Health Services ¹³																
388-0094	New Initiatives in Family Planning and Health ¹																
	Strategic Objective 2: Use of High Impact Maternal and Child Health Services Increased																
388-0071	Family Planning and Health Services ¹																
388-0073	Urban Volunteers																
388-0094	New Initiatives in Family Planning and Health ¹																
	Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of FP and MCH Programs Enhanced																
388-0071	Family Planning and Health Services ¹																
388-0094	New Initiatives in Family Planning and Health ¹																

¹³As part of the FPHS and NIFPH Projects, OYB transfers will be effected to obtain services from the Global Bureau. At this time these Global Bureau Managed projects include: 936-3023; 936-3024; 936-3030; 936-3038; 936-3046; 936-3052; 936-3054; 936-3055; 936-3057; 936-3058; 936-5901.01; 936-5986.01; 936-6004.08; and 936-6006.

**Figure 3
USAID/BANGLADESH PORTFOLIO TIMELINE**

Number	Strategic Objective/ Project Name	F Y 1994				F Y 1995				F Y 1996				F Y 1997			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Strategic Objective 4: Diets of the Poor Nutritionally Enhanced																
936-4111	ICLARM/AVRDC																
388-0061	Food for Work III																
388-0074	Technical Resources II (Food Policy)																
388-0081	Integrated Food for Development																
388-0083	Nutritional Surveillance																
936-5122 936-5966	OMNI (HKI Home Gardening) Mothercare II (HKI Home Gardening)																

**Figure 3
USAID/BANGLADESH PORTFOLIO TIMELINE**

Number	Strategic Objective/ Project Name	FY 1994				FY 1995				FY 1996				FY 1997			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Strategic Objective 5: Agricultural Productivity per Hectare Increased																
388-0060	Fertilizer Distribution II																
388-0061	Food for Work III																
388-0070	Rural Electrification III																
388-0081	Integrated Food for Development																
388-0087	Agrobased Industries and Technology Development ¹⁴																
388-0093	Rural Power For Poverty Reduction																

¹⁴As part of the Agrobased Industries and Technology Project, an OYB transfer will be effected to obtain services from RAP, 499-0009, which is managed by the Global Bureau.

**Figure 3
USAID/BANGLADESH PORTFOLIO TIMELINE**

Number	Strategic Objective/ Project Name	FY 1994				FY 1995				FY 1996				FY 1997			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Strategic Objective 6: Real Household Incomes Increased																
388-0070	Rural Electrification III																
388-0076	Industrial Promotion																
388-0078	Financial Sector Reform																
388-0081	Integrated Food for Development																
388-0082	Womens' Enterprise Development ¹⁵																
388-0083	Nutritional Surveillance																
388-0087	Agrobased Industries and Technology Development																
388-0092	Job Opportunities through Business Support																
388-0093	Rural Power For Poverty Reduction																

¹⁵As part of the WEDP Project, a buy-in will be effected to obtain services from the Gemini Project, 936-5448, which is managed by the Global Bureau.

Figure 3
USAID/BANGLADESH PORTFOLIO TIMELINE

Number	Strategic Objective/ Project Name	FY 1994				FY 1995				FY 1996				FY 1997			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Strategic Objective 7: Citizen Access to Public Policy Information Increased																
388-0072	Private Rural Initiatives																
388-0079	Institutional Strengthening and Civic Participation																
388-0095	(New Democracy Program)																
	Strategic Objective 8: Citizen Participation in Processes for Achieving Public Policies Increased																
388-0074	Technical Resources II																
388-0079	Institutional Strengthening and Civic Participation																
499-0002	Asia Democracy Program (NDI, AAFLI)																
388-0095	(New Democracy Program)																

NEW ACTIVITY DESCRIPTION

I. BASIC ACTIVITY DATA

Title: Job Opportunities through Business Support (JOBS)
Number: 388-0092
Funding Source: Development Assistance
Funding Level: \$6 million
Estimated Term: FY 1998 - FY 2000

II. STRATEGIC LINKAGES

Strategic Objective (SO) 6:	Real household income of the poor increased
Program Outcome (PO) 6.2:	Financial services available to small and microentrepreneurs including agriculturalists improved
PO 6.3:	Access by small and microentrepreneurs to better technology increased
PO 6.4:	Business skills of small and microentrepreneurs strengthened
PO 6.5:	Policy and regulatory constraints limiting private, small and micro-entrepreneurs removed

Nearly half the population of Bangladesh lives in poverty. Consistent with Bangladesh's own national plans, the Mission's overall goal is to increase the number of Bangladeshis living above the poverty line. A key aspect to reduced levels of poverty is increased food security which involves increased availability of food (i.e., agricultural productivity, SO 5), more appropriate utilization of food (i.e., more nutritious diets or SO 4) and increased access to food (i.e., greater purchasing power or SO 6). The JOBS activity directly addresses increased access to food by focusing on increasing real household incomes of the poor to better enable them to buy food.

III. ACTIVITY ANALYTICAL-CAUSAL FRAMEWORK

A. RATIONALE FOR ACTIVITY SELECTION

At present in Bangladesh, un- and under-employment stand at approximately 44 percent of the labor force, or approximately 22 million people out of a total civilian labor force estimated at around 51 million. Given population growth, some two million additional Bangladeshis enter the labor force each year. The majority (73 percent) of the employed labor force works in agriculture. However, given the population density (755 people per square kilometer) and pressure on available agricultural land, the agricultural sector will not be able to absorb all of the growing labor force. Thus, other sectors, particularly the industrial sector, will increasingly have to generate productive and lasting employment opportunities if the growing numbers in the Bangladeshi labor force are to be able to earn sufficient income to support themselves and their families.

Research in Bangladesh and other developing countries demonstrates that the growth of small and microenterprises has the greatest impact on employment generation. In order to increase the rate of employment -- therefore income -- generation, constraints to the growth of these enterprises, especially those with high employment and export potential, must be removed:

(1) Traditionally, bank policies in Bangladesh have provided credit to well collateralized larger firms. Very few small and microentrepreneurs in Bangladesh have been able to gain access to commercial credit. Banks have shied away from lending to smaller firms because of the difficulty they have with meeting collateral requirements and high entry transaction costs. Yet, recent USAID experience in Bangladesh suggests that non-collateralized lending is not only feasible but results in very acceptable loan repayment performance, when well monitored and supervised.

(2) Lack of modern business skills and knowledge of modern technologies limits the opportunities for small and microenterprise growth. USAID experience in Bangladesh has

demonstrated that relatively small amounts of business skills training and exposure to available, low-cost technologies can create significant increases in firm productivity.

(3) Policies and regulations affecting the industrial, financial and business sectors have dampened the emergence of entrepreneurial expansion and limited the interest of private sector investment, either from within Bangladesh or from abroad. Recent USAID experiences in financial, industrial and agricultural policy reforms in Bangladesh, however, have been encouraging.

JOBS builds on the experiences gained and the advances made through USAID's interventions in both the financial and agricultural sectors. Activities include the Financial Sector Reform project, the Industrial Promotion project, the recently completed Fertilizer Development project, and the Women's Enterprise Development project. In addition, JOBS and several other on-going USAID activities are highly complementary. For example, the new Agro-based Industries and Technology Development project, the Rural Electrification III project and the proposed Rural Power for Poverty Reduction project will provide important potential inputs (e.g., electricity, agricultural products requiring processing, marketing, transportation) and markets (e.g., farm machinery) for the JOBS activity.

The JOBS activity is highly consistent with the Government of Bangladesh's own priorities. The Government's "Three Year Rolling Investment Programme (FY 1994-1996)" clearly states the government's commitment to making the transition to a market driven economy. The program's investment plan emphasizes a goal of "poverty alleviation through productive employment generation." JOBS also fits well with on-going anticipated activities of other donors, based on a review of programs supported by the World Bank, the Asian Development Bank, and the Canadian International Development Agency. USAID is recognized by other donors as having a comparative advantage in providing assistance to the financial sector and in analyzing, advocating, and changing policy and regulatory constraints to increase income.

B. ACTIVITY-CUSTOMER LINKAGES

The table below explains the linkages between USAID-funded technical assistance and the project purpose, and the roles of various customers, partners and stakeholders.

Ultimate Customer/ End User	The poor employed by small and microenterprises
Intermediate Customer	Small and microentrepreneurs
USAID's Partners	Bangladesh Bank, NGO/Non-Bank Financial Institutions, public and private commercial banks, chambers of commerce and industry, BDG business policy-making ministries.
Stakeholders	Providers of lending capital
Tactical Support	USAID-funded technical assistance providers

The activity purpose will focus on poor people with the desired result of increased real household incomes through productive and sustainable employment. Achievement of this is based on the premise that small and microentrepreneurs -- in response to the project's activities in increasing the availability of non-traditional credit, expanding business skills and knowledge of available and affordable technology, and reducing policy and regulatory barriers -- will increase investment and thereby expand employment opportunities. Thus, the small and microentrepreneurs are the intermediate customers in this activity. Some activities (particularly in Results Package II) focus directly on the small and microentrepreneurs, while others (particularly Results Packages I and III) focus on assisting USAID's partners to provide better support and encouragement to small and microentrepreneurs. It is important to note that there is currently surplus liquidity in the Bangladesh banking system, therefore the stakeholders (those who will provide credit to small and microenterprises) are also among the project's partners.

IV. RESULTS FRAMEWORK

The following tables outline the activities and associated indicators and assumptions. The activity proposes three results packages which respond to the three primary constraints to small and microenterprise growth. Each package directly responds to one or more specific program outcomes (PO). Packages I and III each have two sub-results which are necessary and sufficient to achieve the package's primary result. The successful achievement of all three results packages will achieve the project's purpose and make a significant contribution to the achievement of the Mission's Food Security Subgoal.

RESULT PACKAGE I: Access to credit at market rates is increasingly available to small and micro entrepreneurs.	
Indicators: (1) Viability of banking system index improved; (2) Number of loans by CBs, NBFIs and NGOs increased; and (3) Project loan repayment rate increased	
Assumptions: Small and microenterprises (SMEs) will demand greater access to credit with minimal collateral requirements.	
Development Partners: USAID/W technical staff, Bangladesh Bank (BB), commercial banks (CB), non-banks, Women's Enterprise Development Programme (WEDP/BSCIC) unit, NGOs (as appropriate for the result sought)	
Result I.1. Commercial banks provide increased financial services and better credit terms to NBFIs and NGOs which on-lend to SMEs at better terms	Result I.2. BB reforms banking policies and introduces effective loan guarantee procedures for lending institutions.
Indicators: (1) SMEs negotiate more flexible credit terms; and (2) increase in number and amount of credit to SMEs	Establishment of an effective and self-sustaining loan guarantee system at BB
Assumptions: (1) NBFIs and NGOs can lend to SMEs more effectively than banks; and (2) Entrepreneurs will demand more flexible credit terms if they know of the existence of better terms.	(1) BB continues to implement further financial sector reforms; and (2) BB introduces effective loan guarantee system for lending without collateral through NBFIs and NGOs
Approaches: TA and training (a) to strengthen credit management of NGOs and NBFIs to effectively on-lend to SMEs and (b) to public and private commercial banks, NGOs, and NBFIs to encourage innovative non-collateral lending to SMEs	TA and training to (a) BB and commercial banks to provide non-traditional guarantees and encourage NGOs and NBFIs to on-lend to SMEs; and (b) BB to institutionalize further financial reforms and facilitate lending through NGOs, NBFIs and private (non-depository) finance companies

RESULT PACKAGE II: Suppliers of technology, market information, and management training increased.	
Indicators: (1) Number of firms using more productive technology increased; and (2) Number of firms using improved accounting, marketing and other business management practices increased.	
Assumptions: (1) Entrepreneurs will pay for training; and (2) Entrepreneurs will pay for and appropriately use new systems and technologies.	
Development Partners: USAID/W technical staff, Chambers of Commerce and Industry, Business Advisory Service Center staff, International Executive Service Corps	
Result II.1. Entrepreneurs have greater access to technology and market information.	Result II.2. Entrepreneurs have more opportunities for training in business management and production.

Indicators: Increase in the number of firms using new technologies and entering new markets.	Increase in the number of entrepreneurs completing training and applying lessons learned.
Assumptions: Entrepreneurs will pay for and use available information and new appropriate technologies.	Expanded access to appropriate modern business management training will increase firm profitability and employment.
Approaches: (1) Technologies provided by USAID, BASC, IESC, etc; and (2) Training provided by CCIs and BASC to entrepreneurs.	Training provided by CCIs and BASC for both business owner-operators and selected managers for on-the-job training.

RESULT PACKAGE III: Impact of business policies and regulations constraining SMEs quantified.

Indicators: (1) Policy and regulatory constraints decreased (Mission Policy Index); (2) Private investment in business opportunities increased; and (3) Private investment as a percent of GDP increased.

Assumptions: (1) Liberalized policies and regulations will lead to increased private enterprise investment and growth; (2) Critical policy and regulatory constraints addressed appropriately.

Development Partners: USAID/W technical staff, Bangladesh Government (BDG) Ministries of Finance and Industry, Bangladesh Bureau of Statistics (BBS), Chambers of Commerce and Industries (CCIs) and other business intermediaries

Result III.1. Regulatory constraints on business are decreased and transparency increased.	Result III.2. Public and private sector institutions have access to, manage, and share timely and accurate information related to business development and operation.
Indicators: Enterprises generate more profits and productive employment.	(1) BBS creates sustainable databases and carries out studies of household expenditure, income and labor force changes; and (2) Information management systems (IMS) are operational and producing data.
Assumptions: BDG takes initiatives to implement policy reforms	(1) BDG supports IMS development; and (2) Information will be widely shared with public and private sector business intermediaries
Approach: TA to assist BDG to reduce policy and regulatory constraints	(1) TA to assist BBS to develop and improve surveys and databases and (2) TA to selected BDG units to upgrade IMS and utilize household and employment data

USAID is concerned with the sustainability of the relevant aspects of the JOBS activity and will look very closely at that issue during the design process. Preliminary thoughts include the implementing agents' development of at least two pilot modules for results packages I and II during the initial phase of implementation with the active input of both partners and customers. Pilot activities will be designed to utilize appropriate modern business and banking systems and management technology transfer. As a consequence, the source of this technology transfer could either be local or foreign. The program will rely primarily on the use of local contractors for the provision of technical assistance. U.S.-based TA will be utilized only to assist with designing modules and the related training of Bangladeshis to operate them and to provide intermittent consultancies in support of planned activities. In this manner we believe that elements of the activities that are judged necessary to sustain will be continued and replicated.

V. ACTIVITIES DESIGN PLAN

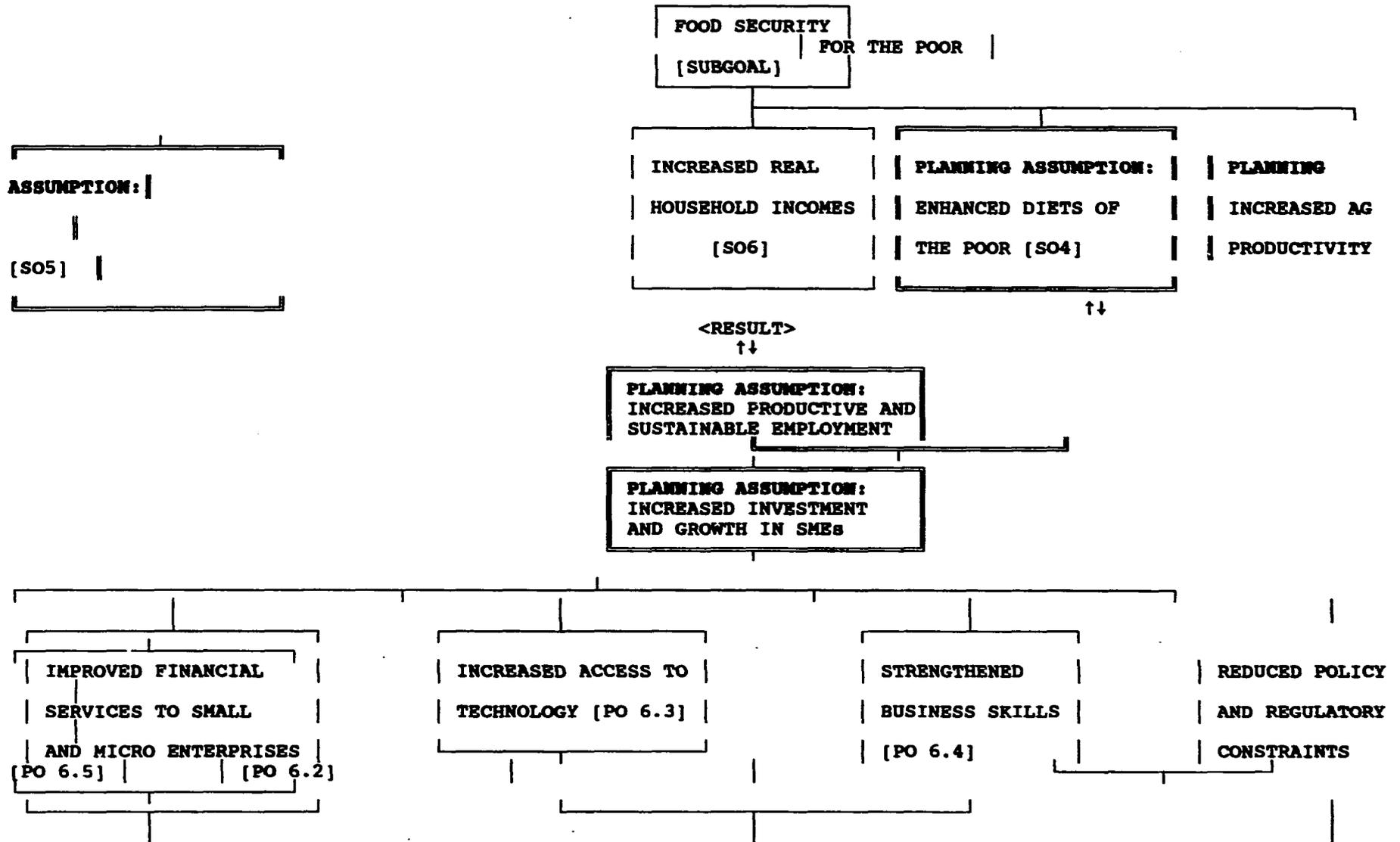
A. DESIGN TEAM -- A USAID activity design team will be responsible for design of appropriate results packages. The design team will finalize analysis scopes of work, work with analysis teams, detail more specific results and indicators and resource requirements, prepare scopes of work for technical assistance and assure contracting actions are complete. The target date to complete these tasks and begin implementation of activities is third quarter, FY 96. In addition to Mission staff, the core design team will include an ANE/SEA economist; local, regional and/or U.S. consultants; and members of the BDG. Other partners and stakeholder representatives will serve as "virtual" team members.

B. CUSTOMER PARTICIPATION IN DESIGN -- Through several of its current activities (e.g., Industrial Promotion and Women's Enterprise Development Projects), USAID has extensive contacts with small and microentrepreneurs. These contacts will be used and expanded upon to ensure that the JOBS activity is as responsive to customers' needs and circumstances as possible.

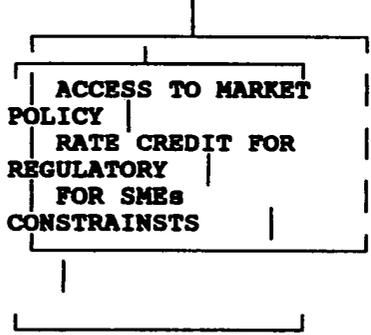
C. ANALYSES -- As part of pre-design activities, USAID will conduct a survey with the assistance of local consultants to look at the impact of productive employment on real household income. In addition, the team plans to contract for an end-user and stakeholder survey.

D. REVIEW AND APPROVAL AUTHORITY -- An FY 96 obligation is anticipated, using the reengineered operations system. USAID/B recommends approval of the JOBS NAD and requests authority to proceed with the design of results packages. No waivers have been identified at this time.

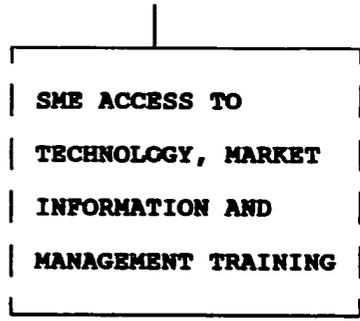
Fig 1: JOBS RESULTS PACKAGE LINKAGE



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BUSINESS
AND
QUANTIFIED

NEW ACTIVITY DESCRIPTION

I. BASIC ACTIVITY DATA

Title: Rural Power for Poverty Reduction (RPPR)
Number: 388-0093
Funding Source: DA (and Title III local currency)
Funding Required: \$6.0 million
Estimated Term: 1996-2001

II. STRATEGIC LINKAGES

Strategic Objective (SO) 5:	Agricultural productivity per hectare increased.
Program Outcome (PO) 5.3:	Productivity enhancing rural infrastructure improved.
Project (Activity) Purpose:	Use of electricity to enhance productivity in agriculture and small and micro enterprises increased.
Indicators:	(1) Use of electricity for irrigation increased; (2) Number of small rural businesses using electricity increased.

Electric power is a critical factor in increasing the productivity of agriculture (SO 5). Power enables farmers to use more productive technologies and equipment for both food production and food processing. Electricity makes more agricultural employment possible, with an estimated 1.5 million additional jobs already resulting from intensive farming and improved technology (e.g. electric pumps) using rural electrification. Agricultural employment in areas served by electricity has expanded by 45%. Since rural electrification facilitates growth of new and expansion of existing small and micro enterprises, it also contributes to SO 6, "Real Household Income Increased," particularly PO 6.3, "Access by small and microentrepreneurs to better technology increased."

Survey results show that most rural dwellers see electricity as a priority. For consumers, electricity contributes to an increase in their household income through employment opportunities and savings on fuel costs. Average income is about 25% higher in electrified villages. Electricity also supports greater use of educational, health and other services and an improvement in the quality of services and information available (thus linking it to PO 1.1, "Access to family planning services increased," and PO 3.2, "Improved Access to and quality of NGO-delivered maternal-child health services").

III. ACTIVITY ANALYTICAL-CAUSAL FRAMEWORK

A. RATIONALE FOR ACTIVITY SELECTION

USAID's support to the Rural Electrification Board (REB) and its network of member-owned distribution cooperatives (PBSs) has resulted in a mature rural electrification (RE) distribution system which now serves about 15 million people through about one million hookups. This represents about 39 percent of current electricity consumers in Bangladesh, but is only 15 percent of the rural population. Thus, efforts toward the program outcome should focus on the ways USAID can assist more consumers to be reached with power.

During the 1996 - 2001 period, Bangladesh will face several types of challenges in expanding rural electrification:

Managing Distribution Expansion: In order to effectively implement an expanding program, the REB will need to improve its capacity to assess technical requirements, balance plant development and operations, undertake necessary procurement for system growth, and train its staff appropriately. With much of the distribution system aging, a new and comprehensive approach to maintenance is needed. The REB must also

rehabilitate thousands of kilometers of line turned over by the Power Development Board as distribution lines are rationalized between urban and rural areas. Addressing maintenance and rehabilitation requirements while constructing new lines, and at the same time maintaining the high quality of its performance as a utility poses particular management challenges. REB and PBS needs for technical assistance after 1996 were underscored in findings of the 1993 RE III project mid-term evaluation.

Generating More Power: Massive expansion of the consumer base will require generation of additional power. During periods of peak demand the national grid is unable to supply the country's needs and load shedding is common. Significant rural expansion is not feasible if it is at the expense of existing consumers. Even under the best scenario, major new generation plants to augment the national grid supply will not be in operation for many years. On the other hand, the REB has a mandate to generate power for rural areas, and a number of cooperative based small plants could effectively ameliorate the medium-term power shortage facing the RE system. Taking this step will require both technical assistance and access to project financing.

Assuring Financing: The BDG gives very high priority to rural electrification expansion, as documented in its Master Plan for rural electrification. Distribution expansion is planned from the current 45 operating PBSs to a target of 60. Intensification, or reaching more consumers in an established PBS, is equally important as energizing new PBSs, since, even in long-established cooperatives, the percentage of the rural population covered remains low (20-30 percent). An estimated \$320 million in BDG and donor funds have been invested in the RE system since 1978, and there will be a need for between \$500 million and \$1 billion to finance the commodities and construction necessary to expand the system over the next 7-10 years. Financing will also be required for power generation.

Although the REB's strong performance as a utility (e.g. low systems loss) continues to make it attractive to donors, major multilateral and bilateral donors have indicated their reluctance to provide significant commodity financing to the REB over the next several years without an assurance that necessary technical assistance will be in place. USAID's comparative advantage in providing technical assistance to the rural electrification program is widely recognized and appreciated by the other donors, who view us as a "catalyst." In fact, the RE III mid-term evaluation found that USAID's long term commitment to technical assistance has been the single most important external factor in the success of the RE system thus far. USAID projects have provided technical assistance to the REB since 1977, through the U.S.-based National Rural Electric Cooperative Association (NRECA). Overall, USAID support since 1978 totalling \$180 million in commodities and technical assistance has "leveraged" another \$460 million in commitments for commodities from other donors. There are now fourteen donors in rural electrification, and USAID's commodity support is phasing out.

The appropriate role for USAID in the post-1996 period, after the current project ends, is to support activities which provide the technical assistance necessary to enable the REB and the cooperatives to meet the management challenges of expanding the rural electrification program. This technical assistance appropriately should incorporate the new area of power generation as well as distribution. Other donors, the BDG, and private investors (for generation) are important stakeholders [see next page] in the project because they will be necessary to fund the "hardware" that makes expansion possible.

B. ACTIVITY-CUSTOMER LINKAGES

A "customer network table" helps explain the linkages between USAID-funded technical assistance and the project purpose, and the roles of various customers, partners and stakeholders.

Ultimate Customer/End User	Individual agricultural or non-agricultural enterprise, or household using power to increase productivity
Initial Customer	Rural electric cooperatives serving their members with adequate, reliable power

USAID's Partner	The REB, the utility which oversees the RE program, sets policy and standards, assists PBSs, procures commodities, and finances PBSs by onlending donor and BDG funds
Rural Power Stakeholders	Financiers of "hardware": donors, the BDG, private investors
Tactical Support	USAID-funded technical assistance providers

The project purpose defines a high level result in end-user terms: an increase in use of electricity to enhance productivity. Project activities will focus on technical assistance to increase the capability of USAID's partner, the REB, to fulfill its mandate to provide direction and support to the rural electrification system and increase the numbers of people served. The individual consumer-owned cooperatives, also recipients of technical assistance, are best viewed as "initial customers" who will better serve their membership as the entire system improves. An important assumption is that the financing necessary for distribution expansion and cooperative power generation will be provided by the stakeholders.

IV. RESULTS FRAMEWORK

The following table demonstrates a hierarchy of results and associated indicators and assumptions. There is one results package (RP) to be implemented through an RP Team. There is one overall result ("REB and PBSs manage service expansion") which directly supports PO 5.3. This result is disaggregated into two subsidiary results which incorporate the approaches necessary to sustain management excellence in power distribution, on the one hand, and new responsibilities in generation, on the other. Types of interventions anticipated for each subsidiary result are shown in the table.

V. ACTIVITIES DESIGN PLAN

A. Design Team

An activity design team will be responsible for design of appropriate results packages. The design team will finalize analysis scopes of work, work with analysis teams, detail more specific results and indicators and resource requirements, prepare scopes of work for technical assistance and assure contracting actions are complete. The target date to complete these tasks and begin implementation of activities is 3rd quarter, FY 96. The design team will include Global Bureau staff as well as USAID/B staff, with REB (partner) and donor (stakeholder) representatives as "virtual" members. The latter are especially important because, as financiers for system expansion, their concerns need to be taken into account as technical assistance requirements are prioritized.

B. Customer Participation in Design

Surveys in Bangladesh document the high priority given by rural people to reliable electric power, but the consumer's preferences regarding service standards -- ways that the electric cooperatives might better serve their members -- need further examination during activity design. An upcoming baseline study under the RE III project will provide initial information in this regard. This will be supplemented by the management assessment, which will address questions of customer service standards with consumer-members, cooperatives and the REB. End-user participation will be particularly important in defining areas of need for strengthening the cooperative structure and identifying ways to increase member participation in cooperative decision making.

C. Analyses

Two design analyses are planned. The first is a management assessment to outline technical assistance requirements and illustrative "deliverables" necessary to reach the results shown above. The second is a needs and pre-feasibility assessment of small, cooperative based power generation, including identification of potential location and size for each plant. Both analyses are in the planning stages with the Global Bureau and both will be funded through buy-ins to Global project(s). Global Bureau/Energy staff participation will be encouraged in the pre-design analyses. USAID/B will address environmental considerations through an IEE, to be submitted in adequate time to enable an environmental assessment to be performed, if necessary, in conjunction with project/activity design. USAID/B will consult with the BEO regarding timing for the IEE.

D. Review and Approval Authority

An FY 96 obligation is anticipated, using the reengineered operations system. USAID/B requests authority to proceed with design of results packages based upon USAID/W review of the NAD. No waivers have been identified at this time.

NEW ACTIVITY DESCRIPTION

I. BASIC ACTIVITY DATA

Title: Title III Program 1996-2000
Number:
Funding Source: PL 480 Title III
Funding Required: \$75 Million
Estimated Term: 1996-2000

II. SUMMARY

The Title III program will be a multi-year program which uses both food commodities (wheat) and local currency sales proceeds to respond to critical food security concerns in Bangladesh in support of overall Mission strategic objectives and program outcomes. While Bangladesh has made great progress in rice production, continued wheat deficits, together with some of the worst poverty and malnutrition in the world, require continued Title III food to consolidate and expand food security gains made by the BDG and past Title III programs. Modest food aid sales on the market will consolidate and expand policy reforms of past Title III programs in the area of public and private sector food marketing. The bulk of the Title III wheat will assist the BDG in expanding cost-effective food programs targeted on the nutritional needs of poor families. Local currency will serve to support improved diets of poor people and increased agricultural productivity. This program is a critical element of the Mission sub-goal of enhancing food security of the poor in Bangladesh, and will be supportive of but additional to activities under the Mission's three food security strategic objectives which receive most of the Mission's discretionary DA resources.

III. STRATEGIC LINKAGES

Strategic Objective 4: Diets of the Poor Nutritionally Enhanced	
Strategic Objective 5: Increase Agricultural Productivity Per Hectare	
Strategic Objective 6: Real Household Incomes Increased	
<u>Program Purpose:</u>	To increase access of the poor to food and productive, environmentally sound agricultural technologies.
<u>Indicators:</u>	<ul style="list-style-type: none">○ Percentage of BDG public food distribution going to programs targeted on the poor.○ Numbers of farmers gaining access to better agricultural technologies and markets.

A. BACKGROUND AND RATIONALE

Bangladesh has made remarkable progress in food production and famine avoidance. Sustained US PL 480 and Development Assistance programs -- together with other donor support and BDG commitment to competent food sector management and policy reform -- have been largely responsible for Bangladesh's transformation from a "basket case" two decades ago to today's Green Revolution success story. PL480 in particular has been an important element in privatizing BDG grain market functions, expanding the development impact of targeted food programs and rural infrastructure, and creating a private sector wheat import market which now absorbs approximately \$50 million per year of US commercial wheat exports.

Yet Bangladesh's population remains one of the poorest and most malnourished in the world. Two thirds of the country's children are underweight, twice as many as any other country identified on the US World Food Day Report's list of "most food insecure" countries. Despite accelerated growth in grain staple production, poor rural people face uncertain prospects for employment and income opportunities, limited production of other nutritious crops, stagnating crop yields, poor health (which further reduces their nutritional status), and a physical resource base which -- without mitigating actions -- will increasingly be depleted and unable to meet the food needs of a growing population.

Donor wheat shipments, which have declined by up to 50% in the last three years, are still needed to respond to the nutritional needs of the poor through the expansion of sound targeted food programs, as well as through continued improvement in wheat market functioning and further reductions in BDG wheat market involvement. The BDG -- following USAID and other donor pressure over the past three years -- recently created a new and very effective program called Food for Education. This program -- and perhaps others like it during the Title III LOP -- will address the food consumption needs of great numbers of very poor people. The BDG needs Title III resources to expand these programs in order to reach more poor people.

B. STRATEGIC LINKAGES

The goal of the Title III program is identical to the USAID/Dhaka program goal: to increase the proportion of Bangladeshis living above the poverty line. The poverty line is explicitly a food insecurity line, defined as consumption of 2122 calories per person per day, the minimum necessary for good health among active poor people in Bangladesh.

Getting poor Bangladeshis above the poverty line involves both short- and long-term solutions. Directly providing poor people with more food is a necessary short-term solution, but ultimately unsustainable unless longer term solutions are simultaneously sought. Long term, sustainable approaches require increasing access to productive labor-intensive agricultural technologies and skills, which both directly and indirectly (through income linkages) increase access of poor people to food. The purpose of the program, combining both short and long-term approaches, is to increase access of the poor to food and productive agricultural technologies which are also environmentally sound.

All aspects of the Title III program will contribute to the Mission sub-goal of increasing food security for the poor, and to one of three strategic objectives under that sub-goal. Title III resources will supplement the discretionary DA resources the Mission plans to invest in these objectives, thereby enabling the Mission to achieve additional impacts. Under the food security subgoal, DA and PL480 resources promote three strategic objectives (SOs): SO 4: Diets of the poor nutritionally enhanced; SO 5: Agricultural productivity per hectare increased; and, SO 6: Real household income increased.

IV. RESULTS FRAMEWORK

A. PROGRAM RESOURCES AVAILABLE FOR RESULTS

The results framework for Title III can only be understood with reference to the particular resource mix offered by Title III. The Title III program will provide two important resources to Bangladesh: wheat and local currency. Each resource will be used in ways which maximize the impact of the type of resource, and its complementarity with other USAID, BDG, NGO and other donor resources. Local currencies may be managed, in part, through a trust fund arrangement permitting USAID disbursement of BDG-owned local currencies in support of bilateral project objectives falling under the results framework spelled out below, which would complement and increase the impact of Mission DA resources in support of food security.

Local currency will be generated from two sets of transactions: market transactions and BDG financial transfers. Market transactions will be through the Ministry of Food's various sales channels, at market-oriented conditions spelled out in the Title III sales agreement. The buyers will be grain dealers and consumers. Given market prices for wheat in Bangladesh, these transactions are likely to take place at prices significantly higher than the US Port FAS price of wheat, and, therefore, should create none of the sales pricing problems BHR has encountered in other countries recently. Roughly 25% of Title III wheat will be sold through these market transactions.

Approximately 75% of Title III wheat will be sold not on the market but through financial transfers within the BDG, with the principal buyer expected to be the BDG's Primary and Mass Education Division (PMED). The BDG will give this food to poor people participating in BDG targeted food programs, primarily the Food for Education program. PMED or other BDG agencies will pay the Ministry of Food for Title III wheat, and the Ministry of Food will in turn transfer the funds to the Title III account. This is the only acceptable way in which financial accounting for the commodity component of the Title III program can take place.

B. POLICY DIALOGUE AGENDA

The policy dialogue agenda will have two focal points: a) public food distribution, supply, and strategy, and b) agricultural productivity. The first set of policy dialogues, complemented by technical assistance under the DA/Title II Integrated Food for Development Project (IFFD), will focus on targeted food programs for the poor, food supply (stocks) management, and strategic choices for food aid and public food management. The second set of policy dialogues, regarding agricultural productivity, will be more carefully determined during design and early implementation of the Title III program. This dialogue will be complemented by analyses and recommendations of the DA-funded Agro-Based Industries and Technology Development Project (ATDP).

V. ACTIVITY ANALYTICAL-CAUSAL FRAMEWORK

A. RATIONALE FOR ACTIVITY SELECTION

Several related factors have provided the context for activity selection: (1) Title III resources have been and continue to be an effective "double barreled" tool to increase food security in the Bangladesh context, permitting actions to increase both availability and access to food; (2) A continued focus on food sector policies remains a critical element in food security in Bangladesh, one of the most malnourished nations in the world; (3) A shift in focus to direct targeted programs (and away from BDG Title III sales) is now warranted, given the recent evolution in the food sector; (4) A cost-effective targeted food program (the Food for Education program) which improves family nutrition while simultaneously drawing previously uneducated poor children into the primary education system has been using Title III resources and requires additional Title III support to move from pilot phase to nationwide expansion; and (5) USAID has established credible and effective partnership arrangements with most program stakeholders over the years, arrangements which Title III will build on in supporting food security.

The fundamental rationale for activity selection is the significant additive effects of Title III in promoting the Mission's subgoal of food security. These additive effects promoting food security include:

- o Expansion of the BDG Food for Education program, improving access of poor children and their families to increased food and education; each ten thousand tons of Title III food going to the BDG FFE program extends these benefits to an additional 300,000 very poor children and their families.

- o Accelerating the pace of diffusion and adoption of better foodcrops and more productive ways of growing them by small farmers and by landless people with only a homestead garden; local currencies under Title III will permit expansion of existing programs and development of new programs reaching the poor.

- o Additional kilometers of roads build (complementing the Title II/CARE/IFFD effort) in areas where road construction has been shown to have a measurable impact on agricultural productivity and poor people's access to food.

- o Leverage in support of USAID technical assistance efforts in policy reforms to promote access to food and agricultural productivity. For example, USAID's food policy initiatives, previously implemented by a contract with The International Food Policy Research Institute (IFPRI), will continue under a new contractor as a part of the Integrated Food For Development (IFFD) Project. This program will also be closely coordinated with the on-going Title II program implemented by CARE and will utilize the Nutritional Surveillance Project (NSP) implemented by Helen Keller International (HKI) both as one means of monitoring implementation results and as a source of information needed by the BDG and donors in determining appropriate food and food aid policies. Similarly, the ATDP project could benefit from the leverage afforded by Title III resources in furthering the understanding and broader acceptance of its policy recommendations to increase agricultural productivity.

Ultimate Customer/ End User	-Poor households which will increase consumption of micro-nutrient and protein rich foods -Children who attend school and whose families receive supplementary food under the Food For Education program
Initial Customer	farmers who gain access to improved technologies and increased market access
USAID's Partners	BDG's Primary & Mass Ed Div (PMED), NGOs, government and private agricultural technology transfer agencies
Title III Stakeholders	-World Food Program which leads donor coordination of food aid -BDG which sells/distributes the food aid
Tactical Support	PL480-generated local currency-funded TA and support activities

The program purpose defines a high level result in end-user terms: increased access of the poor to food and productive agricultural technologies. Program activities will focus on actually delivering food to the poor through the Food For Education Program implemented by USAID's partner the BDG's Primary and Mass Education Division, and on technical assistance (funded by local currency generated from the sale by the BDG of Title III wheat) to the BDG and selected NGO partners to support crop and livestock productivity research and extension, increase farmer's access to markets, extend the rural road network, and support other activities which enhance environmental policy and/or increase real household incomes. The farmers, as the front line in the battle against poor nutrition, are the initial customers, and the poor households of Bangladesh are the ultimate customers of the increased availability of food. Children who participate in the FFE program are twice blessed through the increased access to food as well as to education which will make it possible for them to later increase their income potential and thus their food security.

C. DONOR/PROGRAM COORDINATION

The World Food Program (WFP) plays a leader role in food aid donor coordination. Major donors are Canada, Australia, the European Community, France, Japan and Germany. Much of the food aid is channelled through the WFP; some bilateral targeted programs are also carried out. USAID has a particularly important role in the food aid policy arena in that our analytical work and policy recommendations are strongly relied on by other donors. Other donors tend to use USAID policy analysis and Title III policy and sales conditions as the basis for their own programs. Title III activities and sales conditions thereby leverage changes for all BDG food, including food aid from all sources. For example, for more than a decade the USAID Title III sales conditions which prevented BDG sales from undercutting private market incentives has prevailed for all BDG wheat sales, including those for other donor wheat.

VI. ACTIVITIES DESIGN PLAN

A. DESIGN TEAM

USAID will constitute a team to design the Title III program, including specific commodity and local currency results packages under the program. One task of the team, which may include USAID/FFP staff, will be to determine the most appropriate documentary requirements for a reengineered PL480 program design. The target date to complete all design tasks is late CY 95 as guidance on a new Farm Bill is finalized. Final actions to begin implementation will begin once the Farm Bill is passed.

B. CUSTOMER PARTICIPATION IN DESIGN

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Design will be conducted collaboratively with those partners having on-the-ground in-depth customer contacts, specifically the BDG Primary and Mass Education Division, NGOs, and certain sections of the BDG agencies promoting rural and agricultural activities.

C. ANALYSES

The Title III program design will be based largely on recent analytical work already completed by USAID technical staff and contractors. USAID staff in the Office of Food and Agriculture have long served as experts in the food sector for other donors and the BDG, tracking, analyzing and illuminating trends and possible problems. Recent USAID work on grain market privatization, imports, food balance sheets, price trends, and BDG stock management will serve as the basis for the commodity sales and management design. Recent analysis by the International Food Policy Research Institute will serve as the basis for the design of USAID support to the targeted BDG Food for Education program, as well as for other possible targeted food programs to enhance food security.

Local currency support to the BDG and NGO's in the area of agricultural technology development and transfer will be based on USAID/OFA and contractor work in assessing and monitoring the impact of BDG and NGO technology activities and their effect on farmer incomes and food availability. Effective support to agricultural research institutions will be assessed by a TDY. If an environmental option is included an additional TDY of about three weeks is anticipated in April, 1995.

D. REVIEW AND APPROVAL AUTHORITY

An FY 96 obligation is anticipated, using the reengineering operations system. USAID/B requests authority to proceed with design of results packages based upon USAID/W review of this NAD. No waivers have been identified at this time.

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Figure 4
ALL RESOURCES TABLE
USAID/BANGLADESH
(\$000)

Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth	9,793	15,340	16,046	18,030	9,810
Population	28,800	28,800	28,800	28,800	28,800
Environment	350	2,650	2,650	2,650	2,650
Democracy	2,481	3,606	2,900	2,900	1,200
Economic Support Funds	0	0	0	0	0
PL 480					
Title II	12,986	12,986	12,986	12,986	12,986
Title III	7,500	0	0	0	0
Other (e.g), HG)	0	0	0	0	0
Grand Total	61,910	63,382	63,382	65,366	55,446

Explanatory Notes:

FY 96 = Straightlined FY 95 bilateral level + current estimates of G field support
FY 97(A) = Straightlined FY 95 bilateral level + current estimates of G field support
FY 97(B) = FY 95 bilateral level plus (+) 5% + current estimates of G field support
FY 97(C) = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 1:	Use of Modern Contraceptive by Eligible Couples Increased				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth					
Population	21,799	21,799	21,799	21,800	21,800
Environment					
Democracy					
Economic Support Funds					
PL 480					
Title II					
Title III					
Other (e.g., HG)					
Grand Total	21,799	21,799	21,799	21,800	21,800

Explanatory Notes:

FY 96 = Straightlined FY 95 bilateral level + current estimates of G field support
FY 97(A) = Straightlined FY 95 bilateral level + current estimates of G field support
FY 97(B) = FY 95 bilateral level plus (+) 5% + current estimates of G field support
FY 97(C) = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 2:	Use of High Impact Maternal and Child Health Services Increased				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth		3,000	3,000	3,000	2,000
Population					
Environment					
Democracy					
Economic Support Funds					
PL 480					
Title II					
Title III					
Other (e.g., HG)					
Grand Total	0	3,000	3,000	3,000	2,000

Explanatory Notes:

- FY 96** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(A)** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(B)** = FY 95 bilateral level plus (+) 5% + current estimates of G field support
- FY 97(C)** = FY 95 bilateral level minus (-) 20% + current estimates of G field support

Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 3:	Institutional, Programmatic, and Financial Sustainability of FP and MCH Programs Enhanced				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth					
Population	7001	7,001	7,001	7,000	7,000
Environment					
Democracy					
Economic Support Funds					
PL 480					
Title II					
Title III					
Other (e.g., HG)					
Grand Total	7,001	7,001	7,001	7,000	7,000

Explanatory Notes:

- FY 96** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(A)** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(B)** = FY 95 bilateral level plus (+) 5% + current estimates of G field support
- FY 97(C)** = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 4:	Diets of the Poor Nutritionally Enhanced				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth	2,278	4,500	4,700	5,350	3,900
Population					
Environment					
Democracy					
Economic Support Funds					
PL 480					
Title II	3,500	3,500	3,500	3,500	3,500
Title III	7,500				
Other (e.g., HG)					
Grand Total	13,278	8,000	8,200	8,850	7,400

Explanatory Notes:

FY 96 = Straightlined FY 95 bilateral level + current estimates of G field support
 FY 97(A) = Straightlined FY 95 bilateral level + current estimates of G field support
 FY 97(B) = FY 95 bilateral level plus (+) 5% + current estimates of G field support
 FY 97(C) = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 5:	Agricultural Productivity per hectare Increased				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth	3,990	4,340	4,846	6,050	2,950
Population					
Environment	350	2,650	2,650	2,650	2,650
Democracy					
Economic Support Funds					
PL 480					
Title II	9,486	9,486	9,486	9,486	9,486
Title III					
Other (e.g., HG)					
Grand Total	13,826	16,476	16,982	18,186	15,086

Explanatory Notes:

FY 96 = Straightlined FY 95 bilateral level + current estimates of G field support
FY 97(A) = Straightlined FY 95 bilateral level + current estimates of G field support
FY 97(B) = FY 95 bilateral level plus (+) 5% + current estimates of G field support
FY 97(C) = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 6:	Real Household Incomes Increased				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth	3,525	3,500	3,500	3,630	960
Population					
Environment					
Democracy					
Economic Support Funds					
PL 480					
Title II					
Title III					
Other (e.g., HG)					
Grand Total	3,525	3,500	3,500	3,630	960

Explanatory Notes:

FY 96 = Straightlined FY 95 bilateral level + current estimates of G field support
 FY 97(A) = Straightlined FY 95 bilateral level + current estimates of G field support
 FY 97(B) = FY 95 bilateral level plus (+) 5% + current estimates of G field support
 FY 97(C) = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 7:	Citizen Access to Public Policy Information Increased				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
 Sustainable Development Account:					
Economic Growth					
Population					
Environment					
Democracy	1,981	1,606	900	900	200
 Economic Support Funds					
 PL 480					
Title II					
Title III					
Other (e.g., HG)					
 Grand Total	 1,981	 1,606	 900	 900	 200

Explanatory Notes:

- FY 96** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(A)** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(B)** = FY 95 bilateral level plus (+) 5% + current estimates of G field support
- FY 97(C)** = FY 95 bilateral level minus (-) 20% + current estimates of G field support

Figure 5
FUNDING BREAKOUT BY STRATEGIC OBJECTIVE
USAID/BANGLADESH
(\$000)

Strategic Objective 8:	Citizen Participation in Processes for Achieving Public Policies Increased				
Funding Category	FY 95	FY 96	FY 97(A)	FY 97(B)	FY 97(C)
Sustainable Development Account:					
Economic Growth					
Population					
Environment					
Democracy	500	2,000	2,000	2,000	1,000
Economic Support Funds					
PL 480					
Title II					
Title III					
Other (e.g., HG)					
Grand Total	500	2,000	2,000	2,000	1,000

Explanatory Notes:

- FY 96** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(A)** = Straightlined FY 95 bilateral level + current estimates of G field support
- FY 97(B)** = FY 95 bilateral level plus (+) 5% + current estimates of G field support
- FY 97(C)** = FY 95 bilateral level minus (-) 20% + current estimates of G field support

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Management Unit : USAID/Bangladesh

Table 1.1 PERFORMANCE MONITORING PLAN FOR SO 1

Strategic Objective 1: Use of Modern Contraceptive by Eligible Couples Increased

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Contraceptive Prevalence Rate (CPR) - All Methods - Increased.	Unit: % of contraceptive users among total MWRA* Definition: Contraceptive use rate among MWRA	Bangladesh Demographic Health Survey (BDHS)	Population based sample survey	Every 3 years	(1)	Sk. Af Nour OPH
2. CPR - Modern Methods - Increased.	Unit: % of modern contraceptive users among total MWRA Definition: Use of modern methods among MWRA	BDHS	Population based sample survey	Every 3 years	(1)	Sk. Af Nour OPH
<p>Comments/Notes: (1) These indicators are tracked in the Bangladesh Demographic Health Survey (BDHS) which provides information on fertility and mortality levels and trends and contraceptive knowledge, attitudes and practices. The global cost of the survey is \$700,000. The next scheduled survey is in 1997.</p> <p>Key Assumptions: The BDG continues to demonstrate strong commitment to the national FP/MCH program. Other donors (e.g., the World Bank and UNFPA) continue to provide support to the national family planning program.</p>						

Table 1.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 1.1

Strategic Objective 1: Use of Modern Contraceptive by Eligible Couples Increased

Program Outcome 1.1: Quality of Family Planning Services Increased

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Reliance on Clinical Family Planning Methods Increased	Unit: % of all contraceptive users using effective clinical methods Definition: Use of clinical family planning methods	BDHS Quality : high	Population based sample survey	Every 3 years	(1)	Sk. Ali Noor OPH
2. Discontinuation Rates for Pills Decreased (12 months)	Unit: % of users who discontinue use within one year Definition: Discontinuation rate among pill users	BDHS	Population based sample survey	Every 3 years	(1)	Sk. Ali Noor OPH
3. Discontinuation Rates for IUDs Decreased (12 months)	Unit: % of users who discontinue use within one year Definition: Discontinuation rate among IUD users	BDHS	Population based sample survey	Every 3 years	(1)	Sk. Ali Noor OPH
4. Discontinuation Rates for Injectables Decreased (12 months)	Unit: % of users who discontinue use within one year Definition: Discontinuation rate among injectable users	BDHS	Population based sample survey	Every 3 years	(1)	Sk. Ali Noor OPH
<p>Comments/Notes:</p> <p>Key Assumptions: The BDG remains committed to achieving a more appropriate contraceptive method mix (i.e., greater use of clinical methods).</p>						

Table 1.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 1.2

Strategic Objective 1: Use of Modern Contraceptive by Eligible Couples Increased

Program Outcome 1.2: Access to Family Planning Services Increased

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Distribution of Contraceptives Increased	Unit: Couple years of protection (CYP)* Definition: number of couple years of contraceptive protection provided by distributed contraceptives	FP Logistics Reports Quality: high	Management Information System	Annual	Part of normal project operating costs	Chuck Lerman, OPH
2. Percent of National Distribution of Condoms Sold by Social Marketing Company (SMC) and Numbers of Condoms Sold by SMC Increased	Unit: % of total condom distribution attributed to SMC sales and absolute number of condoms sold Definition: % of total condoms distributed and pieces of condoms sold	FP Logistics Reports	Management Information System	Annual	Part of normal project operating costs	Chuck Lerman, OPH
3. Percent of National Distribution of Pills Sold by SMC and Numbers of Pills Sold by SMC Increased	Unit: % of total pill distribution attributed to SMC sales Definition: % of total pills distributed and number of cycles of pills sold	FP Logistics Reports	Management Information System	Annual	Part of normal project operating costs	Chuck Lerman, OPH
4. Reported Unmet Need for Family Planning Services Decreased	Unit: % of reported unmet need Definition: reported unmet need for family planning services	BDHS	Population based sample survey	Every 3 years	(1)	Sk. Ali Noor, OPH
<p>Comments/Notes: * CYP is defined as the contraceptives required to protect a couple for one year against pregnancy</p> <p>Key Assumptions:</p>						

Management Unit : USAID/Bangladesh

Table 1.2 PERFORMANCE MONITORING PLAN FOR SO 2

Strategic Objective 2: Use of High Impact Maternal and Child Health Services Increased

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Infant Mortality Rate Reduced	Unit: # of infant deaths/1000 live births Definition: infant deaths per 1000 live births	BDHS	Population based survey	Every 3 years	(1)	Sk. AE Noor
2. Under 5 Mortality Rate Reduced	Unit: # of infant and child deaths/1000 live births Definition: infant and child deaths/1000 live births	BDHS	Population based survey	Every 3 years	(1)	Sk. AE Noor
<p>Comments/Notes:</p> <p>Key Assumptions: Child spacing efforts have a synergistic effect on child survival programs.</p>						

Table 1.2.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 2.1

Strategic Objective 2: Use of High Impact Maternal and Child Health Services Increased

Program Outcome 2.1: Vaccination Rates for Urban Infants and Women of Reproductive Age Increased and Sustained

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Vaccination Coverage for Urban Women of Reproductive Age Increased and Sustained	Unit: % of women (15-49) fully vaccinated against tetanus Definition: percent urban women vaccinated with 2 tetanus injections	Vaccination coverage reports Quality: medium	Population based sample survey	Annually	Normal project operating costs	John Thomas, OPH
2. Vaccination Coverage for Urban Children Increased and Sustained	Unit: % of children 12 months old fully vaccinated Definition: Urban infants fully vaccinated (DTP/P 3, measles)	Vaccination coverage reports	Population based sample survey	Annually	Normal project operating costs	John Thomas, OPH
<p>Comments/Notes:</p> <p>Key Assumptions: The BDG, UNICEF, and other donors continue to provide significant funding to the national immunization program (the Expanded Program on Immunization).</p>						

Table 1.2.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 2.2

Strategic Objective 2: Use of High Impact Maternal and Child Health Services Increased

Program Outcome 2.2: Improved Access to and Quality of NGO-delivered MCH Services and Information

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Rate of Antenatal Care from a Trained Health Worker Increased	Unit: % of pregnant women Definition: % of pregnant women receiving antenatal care from a trained worker	BDHS	Population based sample	Every 3 years	(1)	Sk. Af Noor, OPH
<p>Comments/Notes:</p> <p>Key Assumptions:</p>						

Table 1.2.c PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 2.3

Strategic Objective 2: Use of High Impact Maternal and Child Health Services Increased

Program Outcome 2.3: Use of ORS/ORT for Diarrheal Disease Treatment Increases

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Sales of ORS Packets by the Social Marketing Company Increased.	Unit: # of ORS packets sold (in millions) Definition: millions of ORS packets sold	SMC project reports	Sales data	Semi-annually	Normal project operating costs	John Thomas, OPH
2. Use of ORS/ORT to Treat Children under Three Years of Age Increased	Unit: % of children under 3 years with diarrhea Definition: % of children under 3 with diarrhea treated with ORS/ORT	BDHS	Population based sample survey	Every 3 years	(1)	Sk. Ali Noor, OPH
<p>Comments/Notes:</p> <p>Key Assumptions:</p>						

Management Unit : USAID/Bangladesh

Table 1.3 PERFORMANCE MONITORING PLAN FOR SO 3

Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of Family Planning and MCH Programs Enhanced

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
Percent of Overall Recurrent Costs of the Family Planning Program Funded by Donors Reduced	Unit: share of recurrent costs Definition: % of total recurrent costs funded by donors	BDG financial and planning reports Quality: Medium	Review of fiscal records	Annual	Not USAID funded	World Bank
<p>Comments/Notes:</p> <p>Key Assumptions:</p>						

Table 1.3.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.1

Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of Family Planning and MCH Programs Enhanced

Program Outcome 3.1: Cost Effectiveness and Financial Sustainability of NGO and BDG FP/MCH Programs Improved

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Percent of Aggregate Costs of USAID Funded NGOs Covered by Program Generated Revenues Increased	Unit: % of aggregate operating costs Definition: % of aggregate operating costs of NGOs covered by program generated revenues	NGO project reports Quality: high	Review of fiscal records	Annual	Normal project operating cost	Robert Cassano, OPH
2. Local Government and Community Contribution to the Family Planning Program Increased	Unit: % of non-salaried operating costs Definition: % of non-salaried operating costs of USAID-supported FP programs contributed locally	Local Initiatives Project Reports Quality: high	Project records	Semi-annual	Normal project operating costs	Charles Lerman, OPH
3. Costs per CYP in National Family Planning Program Decreased	Unit: Costs per CYP Definition: Costs per CYP in national FP program	Donor and BDG financial reports	Review of financial reports	Annual	Normal project operating costs	Ali Noor, OPH
<p>Comments/Notes:</p> <p>Key Assumptions: The BDG and donors remain committed to efficient, cost-effective programs.</p>						

Table 1.3.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.2

Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of Family Planning and MCH Programs Enhanced

Program Outcome 3.2: SMC Operating Costs Fully Self-financed (Excludes Marketed Commodities)

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Percentage of SMC Operating Costs Covered by Program Generated Funds Increased	Unit: % of operating costs Definition: % of SMC operating costs except commodities covered by program generated funds	Project Reports	Review of financial records	Annual	Normal project operating costs	John Thomas, OPH
2. Long term Technical Assistance to SMC Eliminated	Unit: yes/no Definition: Existence of long-term TA	Project records	Observation	Annual	Normal project operating costs	John Thomas, OPH
<p>Comments/Notes:</p> <p>Key Assumptions: Other donors continue to provide commodities to SMC.</p>						

Table 1.3.c PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.3

Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of Family Planning and MCH Programs Enhanced

Program Outcome 3.3: Bangladeshi Management and Financing of the Contraceptive Logistics/Distribution System Enhanced

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Low Levels of Contraceptive Stockout Rates (BDG system only) at Point of Service Delivery Sustained	Unit: % of stockouts Definition: Levels of stockouts of essential contraceptives at point of service delivery (BDG system only)	FP logistics reports Quality: high	Special survey	Annual	Normal project operating costs	Charles Lerman, OPH
2. Long term TA to Contraceptive Logistics/Distribution System Eliminated	Unit: Yes/no Definition: Existence of long-term TA	Project reports	Observation	Annual	Normal project operating costs	Charles Lerman, OPH
3. Percent of Bangladeshi Financing of Recurrent Costs of Contraceptive Logistics/ Distribution System Increased	Unit: % of recurrent costs Definition: % of BDG financing of recurrent costs except commodities	Project reports	Review of financial records	Annual	Normal project operating costs	Charles Lerman, OPH
Comments/Notes:						
Key Assumptions: Donors will continue to provide contraceptives to the national family planning program.						

Table 1.3.d PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.4

Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of Family Planning and MCH Programs Enhanced

Program Outcome 3.4: More Cost-Effective, Efficient Delivery Systems Tested and Policies Applied

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Development of New, Positive Service Delivery policies	Unit: # of new policies Definition: # of new, positive service delivery policies with the potential to improve the national FP/MCH program adopted	Project reports	Project reports	Annual	Normal project operating costs	SE. AE Noor, OPH
Comments/Notes: Key Assumptions:						

Table 1.3.e PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.5

Strategic Objective 3: Institutional, Programmatic, and Financial Sustainability of Family Planning and MCH Programs Enhanced

Program Outcome 3.5: Knowledge about FP/MCH Services Increased

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1. Percentage of Eligible Couples Receiving FP Messages Through Mass Media Increased	Unit: % of eligible couples Definition: % of eligible couples reached with FP messages by radio	BDHS	Population based sample survey	Every 3 years	(1)	Ali Noor, OPH
2. Percentage of Eligible Couples with Knowledge of at Least Two Clinical Methods Increased *	Unit: % of eligible couples Definition: % of eligible couples who have spontaneous knowledge of at least 2 clinical methods	BDHS	Population based sample survey	Every 3 years	(1)	St. Ali Noor, OPH
<p>Comments/Notes: * This indicator specifies "spontaneous," first response to interviewer's question on clinical methods. As such, it represents a more in-depth response than registered through normal questioning.</p> <p>Key Assumptions:</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

TABLE 1.4 PERFORMANCE MONITORING PLAN FOR SO 4

Strategic Objective 4: Diets of the poor nutritionally enhanced.

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Wasting (weight for height) for children aged 6 to 59 months decreased.	Unit: Number and percentage disaggregated by rural/urban and gender lines. Definition: Level of undernutrition as assessed by the prevalence of weight/height <-2 Z scores.	Source: Helen Keller International/ Institute of Public Health Nutrition, Dhaka Quarterly Report Quality: High	Four urban and 28 rural sentinel sites with approximately 11,000 households are monitored every two months. The number of sentinel sub-districts will increase to 40 by 1996.	Bimonthly	Data collection funded through a cooperative agreement with Helen Keller International at a cost of \$790,000 annually. Program funded.	OFA: Nazim Ahmed/John Swanson/David Atwood.
2) Night blindness among children 24 to 59 months reduced.	Unit: Percentage of specified age group disaggregated by rural/urban and gender. Definition: Proxy measure of the poor's consumption of vitamin rich foods or Vitamin A supplements during October, the peak month for Vitamin A deficiency.	Source: Helen Keller International/ Institute of Public Health Nutrition, Dhaka Quarterly Report Quality: High	Four urban and 28 rural sentinel sites with approximately 11,000 households are monitored every two months. The number of sentinel sub-districts will increase to 40 by 1996.	Annually (October)	Data collection funded through a cooperative agreement with Helen Keller International at a cost of \$790,000 annually. Program funded.	OFA: Nazim Ahmed/John Swanson/David Atwood
<p>Comments/Notes:</p> <p>Key Assumptions: (1) BDG, donor, and private sector actions to promote greater foodgrain supply and lower food costs lead long term rice price trends by the Year 2000 to return to their low 1992-93 levels. (2) Food utilization activities funded by other donors including the World Bank/Unicef nutrition program and diarrheal disease control continue and sustain their broad impact.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.4.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 4.1

Strategic Objective 4: Diets of the poor nutritionally enhanced.

Program Outcome 4.1: Production and consumption of micronutrient and protein rich foods by poor household increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Numbers of poor households overall producing fish and vegetables increased.	Unit: Number Definition: Count of poor household and women served by three USAID activities: (1) Helian Keller Household Gardening; ICLARM and AVRDC.	Source: HKI, ICLARM and AVRDC activity reports. Quality: Good	Review of USAID recipient activity reports.	Bimonthly/annually.	Cost: Normal program operating cost. Source: Program funds.	OFA: Nazim Ahmed/John Swanson, David Atwood/Latifur Rahman
2) Consumption of fish and vegetables by poor households and poor women increased.	Unit: Percentage disaggregated by rural/urban, gender and age. Definition: Increase in the volume of vegetables and fish consumed by target groups.	Source: HKI NSP reporting. Quality: Good	Review of USAID recipient activity reports	Bimonthly.	Cost: Normal program operating cost. Source: Program funds.	OFA: Nazim Ahmed/Latifur Rahman/John Swanson, David Atwood
3) More fish and vegetables available in local markets.	Unit: Percentage disaggregated by rural/urban. Definition: Volume of fish and vegetables sold in a sample of local markets in the areas served by HKI, ICLARM and AVRDC activities.	Source: Local study to be conducted annually. Quality: Adequate.	Review of USAID recipient activity reports.	Annually.	Cost: \$5,000/yr. Source: Program funds.	OFA: Nazim Ahmed/Latifur Rahman/John Swanson, David Atwood
<p>Comments/Notes:</p> <p>Key Assumptions: (1) Continued reductions in diarrheal disease treatment will permit improved absorption of nutrients. (2) Breast feeding will continue to be widespread in Bangladesh and promoted by maternal and child health (MCH) programs. (3) HKI, AVRDC, ICLARM, and partner NGO activities receive continued funding.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.4.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 4.2

Strategic Objective 4: Diets of the poor nutritionally enhanced.

Program Outcome 4.2: Effectiveness of targeted food programs increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Percent of public food distribution system (PFDS) food going to effectively targeted programs.	Unit: Percentage Definition: Value of food entering PFDS channels which effectively target the food security needs of the poor divided by the total value of food which enters the PFDS. FFW, VGD, and FFE are effectively targeted.	World Food Program Monthly Report/good.	Data Abstraction	Annually.	Cost: Normal operating cost. Source: OE budget	OFA, ASM Islamgir
2) Percent of targeted food programs with a sustainable development impact increased.	Unit: Percentage Definition: % of targeted food programs which build sustainable infrastructure (all CARE and some other FFW), provide effective NGO training (some VGD), or increase access to primary education (all FFE).	World Food Program Monthly Report/good	Data Abstraction	Monthly	Cost: Normal operating cost. Source: OE budget	OFA, ASM Islamgir PDE, Herby Smith
3) Percent leakage of food to the non-poor from targeted programs decreased.	Unit: Percentage Definition: Sum of percentages of program food not reaching intended beneficiaries plus percentage of food reaching them which they sell.	IFFD Food Policy studies.	Survey research.	TBD	TBD	OFA, Ibrahim Khalil
<p>Comments/Notes:</p> <p>Key Assumptions: Targeted food programs continue on a reasonably large scale despite declining levels of donor food aid.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.4.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 4.2

Strategic Objective 4: Diets of the poor nutritionally enhanced.

Program Outcome 4.3: Policies and practices which support sustainable harvests of open capture fisheries adopted.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Annual growth rates of the aquaculture subsector.	Unit: Percentage Definition: Growth in level of fish production from commercial and private fishponds. Proxy measure of consumption pressure placed on open capture fisheries.	TBD	TBD	TBD	TBD	OFA
2) Improved management of open capture fishing.	Unit: Scale Definition: Scale measuring the sustainability of open capture fishing policies and practices.	TBD	TBD	TBD	TBD	OFA
<p>Comments/Notes: PO 4.3 will be initiated in 1997 pending the availability of funding.</p>						
<p>Key Assumptions: The government is committed to managing open capture fishing in a sustainable manner and will adopt policies and encourage practices which achieve this end.</p>						

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MANAGEMENT UNIT: USAID/BANGLADESH

TABLE 1.5 PERFORMANCE MONITORING PLAN FOR SO 5

Strategic Objective 5: Agricultural productivity per hectare increased.

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Real value-added in agriculture increased by 32% between 1990 and 1997.	Unit: Taka million Definition: Measures the value of agricultural output minus the value of agricultural inputs in 1984/85 prices. Proxy for increased productivity.	CEM/good	USAID/B abstracts relevant information from CEM.	Annually, usually in April	Cost: Normal operating cost. Source: OE budget	OEE, Farook Chowdhury
<p><i>Comments/Notes:</i></p> <p>Key Assumptions: Increases in agricultural productivity per hectare will be labor and land intensive, not capital intensive.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.5.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 5.1

Strategic Objective 5: Agricultural productivity per hectare improved.

Program Outcome 5.1: Farmers' and farm laborers' use of more productive, environmentally sound technologies increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Number of farmers using more productive technologies.	Unit: Number. Definition: Count of the number of farms and farms which adopt new practices. Proxy for more efficient agriculture and industry.	Source: ATDP monitoring system Quality: good.	Survey and extrapolation of data.	Annually	Cost: Part of normal program operations. Source: ATDP.	OFA, LP/union
2) Number of farm laborers using more productive technologies.	Unit: Number. Definition: self-explanatory.	Source: ATDP monitoring system Quality: good.	Survey and extrapolation of data.	Annually	Cost: Part of normal program operations. Source: ATDP	OFA, LP/union
<p>Comments/Notes:</p> <p>Key Assumptions: (1) Farmers and farm laborers will adopt proven new technologies. (2) Environmentally sound technologies will increase productivity. (3) Financing for new technologies will be available.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.5.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 5.2

Strategic Objective 2: Agricultural productivity per hectare increased.

Program Outcome 5.2: Policies increase farmers' access to inputs and outputs markets.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Policy and regulatory environment improved. (2)	Unit: Index number Definition: Index measures progress on changes and implementation of policies and regulations which constrain employment generating business, export and technology use in agriculture. (See Note 1.)	Source: ATDP records Quality: good.	USAID/B will abstract relevant information from ATDP monitoring system and calculate the index.	Annually	Cost: Part of normal program operations. Source: ATDP	OFA, LPaulson
2) Tonnage of fertilizer and improved seed marketed in Bangladesh increased.	Unit: Tons Definition:					
3) Value of agricultural exports increased.	Unit: Taka million at 1984/85 prices. Definition:					
4) BDG role in buying and selling food and agricultural inputs reduced.	Unit: Tons Definition: Amount of foodgrains and fertilizer and improved seed purchased and sold by BDG.	Source: World Food Program Monthly Report; ATDP project records Quality: good.	Data abstraction.	Annually	Cost: Part of normal program operations. Source: OE budget and ATDP project budget.	OFA, ASMishmagir
<p>Comments/Notes: (1) The Agricultural policy index is a weighted index of policy, regulatory and parastatal reforms which, if implemented, will facilitate employment and investment by businesses in the agricultural sector, particularly in the areas of fertilizer, seed, machinery, processing and poultry and livestock.</p> <p>Key Assumptions: (1) BDG will change policies when shows the favorable impacts of policy change. (2) Changes in policy will lead private sector intermediaries and NGOs to make business decisions which increase input availability and output marketing.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.5.c PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 5.3

Strategic Objective 2: Agricultural productivity per hectare increased.

Program Outcome 5.3: Rural infrastructure improved.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) 10,000 kilometers of environmentally sound market roads added to rural road network by 1997.	Unit: Kilometers of roads. Definition: Market roads link farms and households to markets, schools, clinics, etc. in a pattern of continuous alignment. "Environmentally sound" roads integrate drainage and other environmental considerations into their design.	Source: IFFD project monitoring system records. Quality: TBD.	Data abstraction.	Annually	Cost: Normal program operating cost. Source: IFFD	PDE, Herbert Smith
2) Number of small rural businesses using electricity increased.	Unit: Number. Definition: The number of small, rural businesses using electricity.	Source: Rural Electrification Project (REP) monitoring system records Quality: good.	Data abstraction.	Annually	Cost: Normal program operating cost. Source: REP	PDE, Gilbert Haycock
3) Use of electricity for irrigation.	Unit: Number. Definition: Electric pumps used for irrigation.	Source: REP monitoring system records Quality: good.	Data abstraction.	Annually	Cost: Normal program operating cost.	PDE, Gilbert Haycock
Comments/Notes: Key Assumptions: Site selection decisions, particularly for rural roads, will be based increasingly on criteria related to agricultural productivity impacts and environmental soundness.						

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MANAGEMENT UNIT: USAID/BANGLADESH

TABLE 1.6 PERFORMANCE MONITORING PLAN FOR SO 6

Strategic Objective 6: Real household incomes increased.

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Industrial sector employment. (1)	Unit: Thousands people disaggregated by gender. Definition: Measures employment in cottage, small and large industries not linked to agricultural processing.	Bangladesh Bureau of Statistics (BBS) labor force survey/OK.	USAID/B abstracts relevant information from BBS survey.	Every three years.	Cost: Source:	OEE, Farouk Chowdhury
2) Agricultural sector employment increased. (1)	Unit: Thousands people disaggregated by gender. Definition: Measures employment in all cropping, poultry, livestock and fishery activities as well as processing and preservation of agricultural products.	BBS labor force survey/OK.	USAID/B abstracts relevant information from BBS survey data.	Every three years	Cost: Normal operating cost. Source: OE budget	OEE, Farouk Chowdhury
3) Per capita GDP increased.	Unit: Value expressed in Taka (\$1 = Tk40.15) Definition: Real GDP divided by population. Base year 1984/85.	Country Economic Memorandum (CEM by World Bank)/good	USAID/B abstracts relevant information from CEM.	Annually	Cost: Normal operating cost. Source: OE funds	OEE, Farouk Chowdhury
<p>Comments/Notes: (1) Bangladesh Bureau of Statistics (BBS) employment data hide the prevalence of widespread underemployment, particularly in agriculture. OEE will adjust BBS's numbers to account for underemployment. (2) Indicator 3 measured at 1984/85 prices. Data are for the Bangladesh fiscal year.</p> <p>Key Assumptions: Improved access to credit and other business services will promote an expansion of small and micro-enterprises which will lead to increased and more productive wage- or self-employment opportunities. Increased employment and worker productivity will lead to increased household incomes.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.6.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 6.1

Strategic Objective 6: Real household incomes increased.

Program Outcome 6.1: Level of disaster preparedness increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Percent of population reaching shelters before natural disasters strike increased.	Unit: Percent. Definition: People who reach secure shelters before disaster strikes divided by the number of people in the area affected by the disaster.	Source: Integrated Food for Development (IFFD) project records. Quality: TBD	Compilation of data provided through monitoring and evaluation plan of IFFD Project.	Data collected following each natural disaster; reported semi-annually.	Costs: Included in normal IFFD Project monitoring and evaluation plan. Source: IFFD Project	PDE, HSmith/GKahir CARE
2) Percentage of population with access to disaster relief supplies (e.g., ORS) within 72 hours increased.	Unit: Percent. Definition: People who receive relief supplies within 72 hours of a disaster striking divided by the number of people in the area affected by the disaster.	Source: Integrated Food for Development (IFFD) project records. Quality: TBD	Compilation of data provided through monitoring and evaluation plan of IFFD Project.	Data collected following each natural disaster; reported semi-annually.	Costs: Included in normal IFFD Project monitoring and evaluation plan. Source: IFFD Project	PDE, HSmith/GKahir CARE
3) Post-disaster prevalence of wasting in children 6-59 months reduced.	Unit: Percentage of specified age group disaggregated by gender. Definition: Level of undernutrition as assessed by the prevalence of weight/height <-2Z scores in area affected by disaster.	Helen Keller International special reports. Quality: Good	Data collected through surveillance sites established within disaster area.	Data collected following each natural disaster; reported semi-annually.	Costs: Data collection funded through IFFD Project. Source: IFFD Project	PDE, HSmith/GKahir
4) Level of post-disaster distress sales by disaster affected households reduced.	Unit: Percentage Definition: Proxy measure for percent of the population in a disaster area severely impacted by disaster.	Source: HKI Nutrition Surveillance Grant records Quality: very good.	Data abstraction.	Annual	Cost: Normal program operating cost. Source: HKI CA	PDE, Herbert Smith
Comments/Notes:						
Key Assumptions: Bangladesh will continue to experience relatively frequent natural disasters.						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.6.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 6.2

Strategic Objective 2: Real household incomes increased.

Program Outcome 6.2: Financial services available to small and microentrepreneurs, including agriculturalists, improved.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Commercial viability of banking system increased.	Unit: Index Number. Definition: Index measuring progress on changes and implementation of regulations that improve commercial viability of the banking system. (1)	Source: Financial Sector Reform Project (FSRP) records Quality: good.	USAID/B will abstract relevant information from FSRP records and calculate the index.	Annually	Cost: Part of normal operations. Source: OE and FSRP	OEE, Za Ahmed
2) Number of USAID project loans increased.	Unit: Number. Definition: Loans made directly or indirectly to borrowers through project interventions.	Source: ATDP and WEDP project monitoring systems (2) Quality: TBD	Data abstraction and evaluation.	On-going with annual reporting	Cost: Normal program operating cost. Source: ATDP and WEDP	GEE, RRashid OFA, LPanlon
2) USAID project loan repayment rates remain high.	Unit: Percentage. Definition: Number of unpaid project loans divided by number of repaid project loans.	Source: ATDP and WEDP project monitoring system Quality: TBD.	Data abstraction and evaluation.	On-going with annual reporting	Cost: Normal program operating cost. Source: ATDP and WEDP	GEE, RRashid OFA, LPanlon
<p>Comments/Notes: (1) This index is a weighted composite of ten separate indices, percentages and ratios measuring project success in achieving: a) more flexible monetary policies; b) improved central bank supervision of the commercial banking system; c) an increase in private bank share of total lending; d) national commercial bank (NCB) use of better management systems; and e) better trained bank personnel. (2) A management information system for WEDP is being developed. Quality of data will be assessed after the system is in operation. A management information system for ATDP will be developed during project implementation.</p> <p>Key Assumptions:</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.6.c PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 6.3

Strategic Objective 6: Real household incomes increased.

Program Outcome 6.3: Access by small and microentrepreneurs to better technology increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Number of firms using more productive technologies increased.	Unit: Number. Definition: Count of the number of firms which adopt new practices.	Source: Industrial Promotion Project (IPP) monitoring systems Quality: good.	Survey and extrapolation of data.	Annually	Cost: Part of normal program operations. Source: IPP	OEE, RBigelow
2) Number of employees of firms using more productive technologies increased.	Unit: Number. Definition: self-explanatory.	Source: IPP monitoring systems Quality: good.	Survey and extrapolation of data.	Annually	Cost: Part of normal program operations. Source: IPP and ATDP	OEE, RBigelow
3) Firms using improved accounting, marketing, and other business management practices.	Unit: Number Definition: Count of the number of project-assisted businesses since there is proof of use of improved business practices.	IPP and ATDP monitoring systems/good.	Survey and extrapolation of data.	Annually	Cost: Part of normal operations. Source: IPP and ATDP	OEE, RBigelow OFA, LPantleon
Comments/Notes: The IPP management information system is in place and collecting the required information; a MIS for ATDP will be developed during project implementation.						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.6.d PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 6.4

Strategic Objective 6: Real household incomes increased.

Program Outcome 6.4: Business skills of small and microentrepreneurs strengthened.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Firms using improved accounting, marketing, and other business management practices.	Unit: Number Definition: Count of the number of project-assisted businesses once there is proof of use of improved business practices.	Source: IPP and ATDP monitoring systems Quality: good.	Survey and extrapolation of data.	Annually	Cost: Part of normal program operations. Source: IPP and ATDP	OEE, RBigelow OFA, LPasdon
Comments/Notes: Key Assumptions:						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.6.e PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 6.5

Strategic Objective 6: Real household incomes increased.

Program Outcome 6.5: Policy and regulatory constraints limiting private, small and microentrepreneurs reduced.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Policy and regulatory environment for small and microentrepreneurs improved.	Unit: Index number. Definition: Index measures progress on changes and implementation of policies and regulations which constrain market-based investment decisions. (1)	Source: Industrial Promotion Project records Quality: good.	USAID/B will abstract relevant information from IPP monitoring systems and calculate the index.	Annually	Cost: Part of normal operations. Source: IPP	OEE, Ross Bigelow
3) Private investment as percent of GDP increased.	Unit: Percentage Definition: Self-explanatory; proxy for more favorable investment environment.	Source: WB Country Economic Memorandum (CEM) Quality: good.	Data abstraction.	Annually, usually April	Cost: Part of normal operating costs. Source: OE budget	OEE, Faruk Chowdhury
<p>Comments/Notes: (1) The industrial policy index is a weighted composite of 59 policy, regulatory and legal changes recommended so far by FSRP and IPP project studies to achieve development objectives in banking reform, business promotion, the trade and exchange regime, the legal framework, labor markets and the privatization of state-owned enterprises and banks. This index is still under development, so its composition and weights may change. (2) The Agricultural policy index is a weighted index of policy, regulatory and parastatal reforms which, if implemented, will facilitate employment and investment by businesses in the agricultural sector, particularly in the areas of fertilizer, seed, machinery, processing and poultry and livestock.</p> <p>Key Assumptions:</p>						

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MANAGEMENT UNIT: USAID/BANGLADESH

TABLE 1.7 PERFORMANCE MONITORING PLAN FOR SO 7

Strategic Objective 7: Citizen access to public policy information increased.

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Percentage of voters who describe themselves as well-informed on election issues increased	Unit: Percentage Definition: Self-assessment by voters of their level of understanding of public policy issues. Scale of "not very" to "well-informed".	Public polling. Source and quality of data to be determined.	Analysis of public polling results.	Following major elections.	Cost: \$10,000 per poll. Source: Institutional Strengthening of Civic Participation (ISCP) Project or successor program.	PRO, KSchroeder/Sol-Idri; The Asia Foundation (TAF), KH:ntar.
<p>Comments/Notes: The ISCP recipient, The Asia Foundation, is currently negotiating an sub-agreement for public opinion polling activities. This poll will be used to establish baseline information for this indicator.</p> <p>Key Assumptions:</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.7.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 7.1

Strategic Objective 7: Citizen access to public policy information increased.

Program Outcome 7.1: Policy analyses and dissemination of results by civil society organizations (CSOs) improved.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Quality of public policy analyses published by select CSOs increased.	Unit: Points on a quality index. Definition: Expert assessment of analytical depth and breadth of public policy analyses published by select CSOs.	Program commissioned studies to be determined. Quality: TBD.	Analysis of publications and other documentation prepared by select civil society organizations (CSOs).	Annually	Cost: \$5,000 Source: ISCP or successor program.	PRO, KSchwartz/Sal-Mati TAF, KHunter;
2) Distribution of public policy publications by select CSOs increased.	Unit: Number Definition: Publications of select CSOs distributed to members of the public and elective and administrative officials.	Records of select CSOs.	Collect distribution statistics from CSOs and tally.	Annually	Cost: Nominal Source: ISCP Project	PRO, KSchwartz/Sal-Mati TAF, KHunter
<p>Comments/Notes:</p> <p>Key Assumptions:</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.7.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 7.2

Strategic Objective 7: Citizen access to public policy information increased.

Program Outcome 7.2: Depth and breadth of public policy and government performance reporting by print media increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Policy content of select newspapers and newswatches increased.	Unit: Points on a quality scale. Definition: Breadth and depth of coverage on public policy issues in selected newspapers or weekly news magazines.	Source: Program commissioned studies. Quality: TBD.	Assessment based upon review of select newspapers and weekly news magazines.	Annually	Cost: \$10,000 Source: Program funds	PRO, KSchwartz/En-Mati TAF, KHunter
Comments/Notes: Key Assumptions						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.7.c PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 7.3

Strategic Objective 7: Citizen access to public policy information increased.

Program Outcome 7.3: Issue-oriented content of campaigns increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Policy content of the parties' official campaign platforms and public statements increased.	Unit: Points on a policy content scale. Definition: Expert assessment of the depth and breadth of the policy content of party platforms and official statements.	Source: Program commissioned studies. Quality: TBD	Assessment based upon analyses of content of party platforms and official statements.	Annually based on elections.	Cost: Normal operating cost. Source: Program funds	PRO, KSchwartz/Sal-Muti
Comments/Notes: Key Assumptions:						

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MANAGEMENT UNIT: USAID/BANGLADESH

TABLE 1.8 PERFORMANCE MONITORING PLAN FOR SO 8

Strategic Objective 8: Citizen participation in processes for achieving public policies increased.

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Number of calls on members of elected bodies by civil society organizations (CSOs) or NGOs increased.	<p>Unit: Number of visits paid to elected representatives by select CSOs and NGOs.</p> <p>Definition: Official contacts during which issues of specific concern to the CSO or NGO are explicitly discussed with elected officials.</p>	<p>Source: Records of select CSOs and NGOs.</p> <p>Quality: TBD</p>	<p>Tabulation of CSO and NGO contact records.</p>	<p>Data recorded by CSOs and NGOs as contacts made; tabulated and reported semi-annually.</p>	<p>Cost: Normal program costs.</p> <p>Source: Institutional Strengthening of Civic Participation (ISCP) Project and successor project.</p>	<p>PRO, KSchwartz/Sai-Mati TAF, KHunter.</p>
<p>Comments/Notes: Baseline for this indicator will be established as part of USAID/Bangladesh's new democracy activities to begin in 1995.</p> <p>Key Assumptions:</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.8.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 8.1

Strategic Objective 8: Citizen participation in processes for achieving public policies increased.

Program Outcome 8.1: Improve parliamentary policy-making and oversight capacities.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Election monitors' assessments of the quality of elections.	<p>Unit: Scale (free/fair to not free/fair)</p> <p>Definition: Summary judgement based upon monitoring of national and local elections by non-official, non-partisan domestic election monitors. This assessment will be back-up by Human Rights Report assessment of elections.</p>	<p>Source: Election monitoring reports.</p> <p>Quality: Variable by group.</p>	<p>Summary judgement based on analysis of available election monitoring reports.</p>	<p>Elections monitored as they occur; summary reporting on an annual basis.</p>	<p>Cost: \$50,000 annually (support of domestic monitoring activities)</p> <p>Source: ISCP Project or successor program.</p>	<p>PRO, KSchwartz/Sal-Mati; TAF, KM-Quay.</p>
2) Number of election protests filed by candidates decreased.	<p>Unit: Number</p> <p>Definition: Official election protests filed with the Election Commission.</p>	<p>Source: Election Commission Reports.</p> <p>Quality: Good.</p>	<p>Tabulation of reported information.</p>	<p>Data collected by Election Commission following each election; tabulated annually.</p>	<p>Cost: Normal program costs.</p> <p>Source: ISCP Project or successor program.</p>	<p>PRO, KSchwartz/Sal-Mati; TAF, KM-Quay.</p>
3) A majority of eligible voters cast ballots in national and local elections.	<p>Unit: Percentage</p> <p>Definition: Number of voters casting ballots divided by the number of registered voters. Proxy measure of voters' confidence in effectiveness of electoral system.</p>	<p>Source: Election Commission Reports</p> <p>Quality: Good.</p>	<p>Tabulation of reported information.</p>	<p>Data collected by Election Commission following each election; tabulated annually.</p>	<p>Cost: Normal program costs.</p> <p>Source: ISCP Project or successor program.</p>	<p>PRO, KSchwartz/Sal-Mati; TAF, KM-Quay.</p>
<p>Comments/Notes: Polling and sampling are procedures new to Bangladesh. A component of the ISCP Project is designed to enhance this capacity by commissioning polls or surveys which include this information.</p> <p>Key Assumptions:</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.8.b PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 8.2

Strategic Objective 8: Civic participation in processes for achieving public policies increased.

Program Outcome 8.2: Policy development and oversight capacity of elected bodies strengthened.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Ratio of private to government bills tabled in Parliament.	Unit: Ratio of private to public (government) bills. Definition: Legislative initiatives by individual Members of Parliament rather than the government.	Source: Parliamentary Records Quality: OK	Data Abstraction	Annually	Cost: Normal operating costs. Source: Institutional Strengthening of Civic Participation (ISCP) Project or successor program.	PRO, KSchwartz/Sal-Mati; The Asia Foundation (TAF), Khulna
2) Percentage of Members of Parliament who describe the committee process as effective increased.	Unit: Percentage Definition: Number of MPs who describe Parliamentary Committees as effective divided by 330, the number of MPs.	Source: Survey of MPs Quality: TBD.	Analysis of survey results.	Annually	Cost: \$5,000 Source: ISCP Project or successor program.	PRO, KSchwartz/Sal-Mati TAF, Khulna
<p>Comments/Notes:</p> <p>Key Assumptions:</p>						

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Management Unit : USAID/Bangladesh

TABLE 1.9 PERFORMANCE MONITORING PLAN FOR TARGET OF OPPORTUNITY 1

Target of Opportunity 1 : Low HIV Seroprevalence and Transmission Rates Sustained

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
Low HIV Sero-prevalence and Transmission among Sexually-Active Population Sustained	Unit: % tested HIV positive Definition: % HIV positive among sexually-active population	Periodic surveys Quality: High	Population-based sample survey	Annually	Not USAID funded	Richard Greene, OPH
<p>Comments/Notes:</p> <p>Key Assumptions: Given the situation in neighboring countries and its own risk factors, HIV prevalence will continue to rise in Bangladesh in the near term and will eventually be a significant public health problem.</p>						
<p>Opportunity Outcome 1.1 : Increased Condom Use by High Risk Populations</p> <p>Indicators:</p>						
1. Numbers of Condoms Sold through SMC Outlets in Close Proximity to Places of High Risk Sexual Behavior Increased	Unit: # of condoms sold Definition: # of condoms sold in outlets in close proximity to places of high risk sexual behavior or in those places	Project reports	Sales reports	Annually	Normal project operating costs	Richard Greene, OPH
2. Use of Condoms by High Risk Groups Increased	Unit: % of high risk individuals using condoms Definition: Use of condoms by high risk individuals	Special survey	Sample survey	Every 2 years	Normal project operating costs	Richard Greene, OPH
<p>Comments/Notes:</p> <p>Key Assumptions:</p>						

Opportunity Outcome 1.2 : Improved STD Treatment Services in Facilities Frequented by High Risk Groups						
1. Case Management of STDs Improved	Unit: % of STD cases treated correctly Definition: % of STD cases with proper case management	Special survey	Sample survey	Every 2 years	Normal project operating costs	Richard Greene, OPH
2. Incidence of Syphilis in High Risk Groups Reduced	Unit: incidence rate Definition: number of syphilis cases per defined population	Special survey	Clinic based survey	Every 2 years	Normal project operating costs	Richard Greene, OPH
Comments/Notes:						
Key Assumptions:						

MANAGEMENT UNIT: USAID/BANGLADESH

TABLE 1.11 PERFORMANCE MONITORING PLAN FOR TARGET OF OPPORTUNITY 3:

Target of Opportunity 3: Women's access to equitable treatment under law increased.

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Enforcement of legal provisions aimed at eliminating gender discrimination improved.	Unit: Scale from weak to good. Definition: Judgement based on analyses of the equal application of laws.	Human Rights Report/Good	Data Abstraction	Annually	Cost: Normal operating costs. Source: Human Rights Report	PRO, KSchwartz/Sal-Mati;
<p>Comments/Notes: Although legal awareness training for women has been a part of USAID/Bangladesh's democracy program, it gains increased importance in the context of the Mission's Women in Development strategy in that it ensures legal obstacles are not a bar to women exercising their economic, political and reproductive rights.</p> <p>Key Assumptions: (1) As increasing numbers of women assume different social and economic roles, their vulnerability to unequal laws or inequitable application of laws will increase. (2) The government will promote gender equality under law and the courts will support gender equality.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.11.a PERFORMANCE MONITORING PLAN FOR TARGET OF OPPORTUNITY 3.1:

Target of Opportunity 3: Women's access to equitable treatment under law increased.

Opportunity Outcome 3.1: Women's awareness of legal rights and access to legal services increased.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Registered marriages in project areas increased.	Unit: Number Definition: Marriages registered with the government. Proxy for legal awareness since the legal requirement to register marriages is not widely known. Particularly important to protect the legal rights of married women.	Institutional Strengthening of Civic Participation Project (ISCP) records/OK.	Analysis of project records.	Continuous with semi-annual reports.	Cost: Normal operating cost. Source: ISCP and successor project.	PRO, KSchwartz/Sal-Mati TAF, KM-Qury
2) Percentage of disputes in project areas successfully mediated through village councils increased.	Unit: Percentage Definition: Number of successful mediation actions divided by number of mediation actions initiated by project supported mediation services.	ISCP Project records/OK	Analysis of project records.	Continuous with semi-annual reports.	Cost: Normal operating cost. Source: ISCP and successor project.	PRO, KSchwartz/Sal-Mati TAF, Kc-Qury
<p><i>Comments/Notes:</i></p> <p>Key Assumptions: Informal networks can be used to enhance rural women's awareness of their legal and access to legal redress.</p>						

MANAGEMENT UNIT: USAID/BANGLADESH

Table 1.11.b PERFORMANCE MONITORING PLAN FOR TARGET OF OPPORTUNITY 3.2:

Target of Opportunity 3: Women's access to equitable treatment under law increased.

Opportunity Outcome 3.2: Capacity of garment workers to bargain collectively improved.

PROGRAM INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Number of female garment workers who are members of the Bangladesh Independent Garment Union (BIGU) increased.	Unit: Number. Definition: Registered, dues paying membership gender disaggregated.	BIGU records/OK.	Tabulation from BIGU membership records.	Annually	Cost: Normal operating costs. Source: Asian Democracy Project/AAFLI grant	PRO, KSchwartz/Sal-Mati AAFLI, TCollingsworth
2) Percentage of BIGU members benefiting from full application of labor laws increased.	Unit: Percent. Definition: Number of BIGU members working in garment factories in compliance with labor law standards divided by total BIGU membership.	BIGU records/OK.	Calculation from BIGU records.	Annually	Cost: Normal operating costs. Source: Asian Democracy Project/AAFLI grant	PRO, KSchwartz/Sal-Mati AAFLI, TCollingsworth
<p>Comments/Notes:</p> <p>Key Assumptions: The government, the Registrar of Trade Unions, and courts will uphold the Constitutional right of workers in the private sector to form unions for the purpose of collective bargaining.</p>						

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Management Unit : USAID/Bangladesh

Table 2.1 STRATEGIC OBJECTIVE 1: BASELINE, EXPECTED RESULTS (E) AND ACTUAL RESULTS (A)

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A	
Strategic Objective 1: Use of Modern Contraceptive by Eligible Couples Increased															
Indicators:															
1. Contraceptive Prevalence Rate (CPR) Increased- All Methods	Contraceptive use rate among MWRA	1986/87	30%	-	-	45%	-	-	-	-	50%				
2. CPR Increased - Modern Methods	Use of modern methods among MWRA	1986/87	23%	-	-	36%	-				43%				
<p>Notes: The source of the above figures is the Bangladesh Demographic and Health Survey (BDHS), 1993/94. Targets have been established for the years for which the survey are scheduled. The next scheduled survey is in 1997.</p> <p>Key Assumptions:</p>															
Program Outcome 1.1: Quality of Family Planning Services Increased															
Indicators:															
1. Reliance on Clinical Family Planning Methods Increased (IUDs, injectables, voluntary sterilization, Norplant)	% of all contraceptive users using an effective clinical method	1993/94	35%			35%					42%				
2. Discontinuation Rates for Pills Decreased (12 months)	% of users who discontinue use within 1 year	1993/94	45%	-	-	45%	-	-	-	-	40%				

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS												
				1993		1994		1995		1996		1997		2000		
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A		
3. Discontinuation Rates for IUDs Decreased (12 months)	% of users who discontinue use within 1 year	1993/94	37%			37%							32%			
4. Discontinuation Rates for Injectables Decreased (12 months)	% of users who discontinue use within 1 year	1993/94	57%			57%							50%			
Notes: * The source of the above data is the BDHS																
Key Assumptions:																
Program Outcome No. 1.2: Access to Family Planning Services Increased																
Indicators:																
1. Contraceptives Distributed	Couple years of protection (CYP)* (in millions)	1993/4	9.2			9.2	10			11			12			
2. Share of National Condom Distribution by Social Marketing Company (SMC) Increased, and Absolute Numbers Sold by SMC Increased	% of total condom distribution attributed to SMC sales and absolute numbers (in millions)	1994	63% (133)			63% (133)	65% (136)			66% (138)			68% (140)			
3. Share of National Pill Distribution by SMC Increased, and Absolute Numbers Sold by SMC Increased	% of total pill distribution attributed to SMC sales and absolute numbers (in millions)	1994	14% (9.5)			14% (9.5)	16% (11)			18% (12)			20% (13)			

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	A	B	A	B	A	B	A	B	A	B	A	
Notes: Source for above indicators is the annual contraceptives logistics management report. * Couple years of protection is defined as the contraceptives necessary to protect one couple for one year against pregnancy. Factors are as follows for 1 CYP: 150 condoms/4 injectables/.286 IUDs/15 pill cycles/.10 sterilizations/.20 Norplants															
4. Reported Unmet Need for Family Planning Service Decreased	% of MWRA reporting unmet need for FP services	1991	28%			**25%							22%		
Notes: * Baseline for unmet need indicator determined from the 1991 Bangladesh Contraceptive Prevalence Survey (BCPS) ** Source: 1993/4 BDHS															
Key Assumptions:															

Management Unit : USAID/Bangladesh

Table 2.2 STRATEGIC OBJECTIVE 2: BASELINE, EXPECTED RESULTS (E) AND ACTUAL RESULTS (A)

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
Strategic Objective 2: Use of High Impact Maternal and Child Health (MCH) Services Increased														
Indicators:														
1. Infant Mortality Rate Reduced	infant deaths per 1000 live births	1986/7	128			88						83		
2. Under Five Mortality Rate Reduced	infant and child deaths per 1000 live births	1986/7	168			132						120		
Notes:														
Key Assumptions:														
Program Outcome: 2.1: Vaccination Rates for Urban Infants and Women of Reproductive Age Increased and Sustained														
Indicators:														
1. Vaccination Coverage for Urban Women of Reproductive Age Increased and Sustained	% urban women (15 to 45) fully vaccinated against tetanus	1986/7	5%	82%		82%	83		84		85%			
2. Vaccination Coverage for Urban Children Increased and Sustained	% urban children fully vaccinated by one year	1986/7	5%	66%		58%	63 %		68 %		75%			

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
Program Outcome 2.2: Improved Access to and Quality of NGO-delivered MCH Services and Information														
Indicators:														
Rate of Antenatal Care from a Trained Health Worker Increased	% of pregnant women receiving antenatal care from a trained worker	1993/4	25%			25						35		
Notes:														
Key Assumptions:														
Program Outcome 2.3: Use of ORS/ORT for Diarrheal Disease Treatment Increase														
Indicators														
1. Sales of ORS/packets by the Social Marketing Company	# Million packets	1986/7	4	23		33	33		34		35			
2. Use of ORS/ORT to Treat Children under Three Years Age Increased	% of children under 3 with diarrhea treated with ORS/ORT	1986/7	2%			50%					60%			
Notes:														
Key Assumptions:														

Management Unit : USAID/Bangladesh

Table 2.3 STRATEGIC OBJECTIVE 3: BASELINE, EXPECTED RESULTS (E) AND ACTUAL RESULTS (A)

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
Strategic Objective 3: Institutional, Programmatic and Financial Sustainability of Family Planning and MCH Program Enhanced.														
Indicators:														
1. Percent of Overall Recurrent Costs of the Family Planning Program Funded by Donors Reduced *	% of total recurrent costs	1993	70%	70%	67%		65%		63%		60%			
Notes: * Source: World Bank Report on Bangladesh Bureau of Statistics: National Expenditure Section														
Key Assumptions:														
Program Outcome 3.1: Cost Effectiveness and Financial Sustainability of NGO and BDG FP/MCH Programs Improved														
Indicators:														
1. Percent of Aggregate Costs of USAID Funded NGOs Covered by Program Generated Revenues Increased	% of aggregate operating costs of all NGOs covered by program generated revenues	1991	3	4	7		10		15		20			

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
2. Local Government and Community Contribution to the Family Planning Program Increased	% of non-salaried operating costs of USAID-supported FP programs (Local Initiatives Program) which are contributed locally	1986/87	0	10%		12%	15%		18%		20%			
3. Costs per CYP in National Family Planning Program Decreased	Costs per CYP	1993	\$12				\$11				\$10			
Notes:														
Key Assumptions:														
Program Outcome 3.2 SMC Operating Costs Fully Self-financed (Excludes Marketed Commodities)														
Indicators:														
1. Percentage of SMC Operating Costs Covered by Program Generated Funds Increased	% of SMC operating costs except commodities covered by program generated funds.	1986/7	24	45		57	70		80		100			
2. Long term Technical Assistance to SMC Eliminated	Existence of long-term TA	1992	Yes	Yes		Yes	Yes		Yes		No			
Notes:														
Key Assumptions:														

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
Program Outcome 3.3: Bangladeshi Management and Financing of the BDG Contraceptive Logistics/Distribution System Enhanced														
Indicators:														
1. Low Levels of Contraceptive Stockout Rates (BDG system only) at Point of Service Delivery Sustained	Levels of stockouts of essential contraceptives at point of service delivery	1989	23%	5%		4%	4%		4%		4%			
2. Long term TA to Contraceptive Logistics/Distribution System Eliminated	Existence of long-term TA	1994	Yes	Yes		Yes	Yes		Yes		No			
3. Percent of Bangladeshi Financing of Recurrent Costs of Contraceptive Logistics/ Distribution System Increased	% of BDG financing at recurrent costs except commodity	1994	20%			20%	23%		27%		30%			
Notes:														
Key Assumptions:														
Program Outcome 3.4: More Cost-effective, Efficient Delivery Systems Tested and Policies Applied.														
Indicators:														
1. Development of New Positive Service Delivery Policies	# of new service delivery policies with the potential to improve the national FP/MCH program adopted	1991-94	11	7		11	13		16		19			

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A	
Notes:															
Key Assumptions:															
Program Outcome 3.5: Increased Knowledge about FP/MCH Services Increased															
Indicators:															
1. Percentage of Eligible Couples Reached by FP Messages Through by Mass Media Increased	% of eligible couples reached with FP messages by radio	1993/4 (BDHS)	42%			42%						60%			
2. Percentage of Eligible Couples with Knowledge of at Least Two Clinical Methods Increased	% of eligible couples who have spontaneous knowledge of at least 2 clinical methods	1991 (BCPS)	50%			50%						85%			
Notes: * This indicator specifies "spontaneous," first response to interviewer's question on clinical methods. As such, it represents a more in-depth response than registered through normal questioning.															
Key Assumptions:															

MANAGEMENT UNIT: USAID/BANGLADESH

Table 2.4 STRATEGIC OBJECTIVE 4: BASELINE, EXPECTED AND ACTUAL RESULTS

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
		YEAR	VALUE	1993		1994		1995		1996		1997		2000	
				E	A	E	A	E	A	E	A	E	A	E	A
Strategic Objective 4: Diets of the poor nutritionally enhanced.															
Indicators:															
1. Wasting (weight for height) for children aged 6 to 59 months decreased. (1)	%	1991	T:14.00% F:13.20% M:14.60	12.80% 12.86% 13.30%	16.00% 16.00% 16.00%(3)			14.00% 14.00% 14.00%			13.00% 13.00% 13.00%			12.00% 12.00% 12.00%	9.00% 9.00% 9.00%
2. Night blindness among children 24 to 59 months reduced. (2)	X	1991	T:1.68% F:1.60% M:1.80%	1.68% 1.60% 1.80%			1.70% 1.60% 1.90%	1.50% 1.50% 1.50%			1.40% 1.40% 1.40%			1.30% 1.30% 1.30%	1.00% 1.00% 1.00%
Notes: (1) Based on rural HKI NSP sample, average of 6 data collection rounds per year. (2) Based on rural HKI sample for October of each year (the peak night blindness month). (3) Wasting rates expected to rise in 1994 due to significant rise in rice prices and food costs.															
Key Assumptions: (1) BDG, donor, and private sector actions increase foodgrain supply and reduce foodgrain costs so that by the Year 2000 foodgrain costs return to their low level attained in 1992-93. (2) Food utilization activities by other donors including World Bank/Unicef nutrition program, diarrheal disease control and Vitamin A capsule distribution continue and sustain their broad impact.															
Program Outcome 4.1: Production and consumption of micronutrient and protein rich foods by poor households increased.															
Indicators:															
1. Numbers of poor households overall producing fish and vegetables increased. (1)	Number	1991	T:1000 F: 0 M:1000 B:5600 N:				185953 75744 110209 1041336	423000 180000 243000 236880 0			663000 276000 377000 3656800			909000 384000 525000 5090400	1558000 692000 866000 8724800
2. Consumption of fish and vegetables by poor households and poor women increased. (2)															
Notes:(1) T, M, and F refer to numbers of households benefitting from project activities (with "female households" being those where the woman owns and/or manages the garden or fishpond, or where NGO extension is directed at the women in the household.) "B" refers to the total number of beneficiaries from all those households, calculated at 5.6 persons per household (the average number in HKI home garden households). "N" refers to total numbers of individuals benefitting from home garden and fish culture improvements nationwide, as surveyed in HKI NSP (baseline to start 1995). (2) To be assessed under HKI NSP, baseline to start in 1995.															
Key Assumptions: (1) Continued reductions in diarrheal disease treatment will permit improved absorption of nutrients. (2) Breast feeding will continue to be widespread in Bangladesh and promoted by maternal and child health (MCH) programs. (3) HKI, AVRDC, and ICLSARM activities receive continued funding.															
Program Outcome 4.2: Effectiveness of targeted food programs increased.															
Indicators:															

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
		YEAR	VALUE	1993		1994		1995		1996		1997		2000	
				E	A	E	A	E	A	E	A	E	A		
1. Percent of public food distribution system food going to effectively targeted programs.	Percentage	91/92	39	57		62		62		70		70			
Comments/Notes:															
Key Assumptions: (1) Targeted food programs continue on a reasonably large scale despite declining levels of donor food aid.															
Program Outcome 4.3: Policies and practices which support sustainable harvests of open capture fisheries adopted.															
Indicators:															
1. Annual growth rates of aquaculture subsector.	Percentage	1996													
2. Improved management of open-capture fishing.	Scale measuring the sustainability of open capture fishing policies and practices.	1996													
Comments/Notes: PO 4.3 will be initiated in 1997 pending availability of resources.															
Key Assumptions: The government is committed to a careful area by area analysis of open capture fishing and to using information to modify policies and practices affecting open capture fisheries.															

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MANAGEMENT UNIT: USAID/BANGLADESH

Table 2.5 STRATEGIC OBJECTIVE 5: BASELINE, EXPECTED AND ACTUAL RESULTS

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
				1993		1994		1995		1996		1997		2000	
				YEAR	VALUE	E	A	E	A	E	A	E	A	E	A
Strategic Objective 5: Agricultural productivity per hectare increased.															
Indicators:															
1. Real value-added in agricultural increased by 32% between 1990 and 1997	TK million	90/91	193,421	201,510 (4%)	201,364 (4%)	206,371 (6.6%)		211,985 (9.6%)		218,447 (12.9%)		225,867 (16.8%)		255,322 (32%)	
<i>Comments/Notes:</i> Value-added is measured at 1984/85 prices.															
<i>Key Assumptions:</i> Increases in agricultural productivity per hectare will be labor and land intensive, not capital intensive.															
Program Outcome 5.1: Farmer's and farm laborers' use of more productive, environmentally sound technologies increased.															
Indicators:															
1. Number of farmers using more productive, environmentally sound technologies increased.	Number (000s)	1994	50											1,200	
<i>Comments/Notes:</i>															
<i>Key Assumptions:</i> (1) Farmers and farm laborers will adopt proven new technologies. (2) Environmentally sound technologies will increase productivity. (3) Financing for new technologies will be available.															
Program Outcome 5.2: Policies increase farmers' access to inputs and outputs markets.															
Indicators:															
1. Policy and regulatory environment improved.	Index Number	92/93	0					20		40		80		200	
2. Tonnage of fertilizer and improved seed marketed in Bangladesh increased.	Tonnage Fertilizer Seeds														
3. Value of agricultural exports increased.	Taka Million at 1984/85 prices														
4. Percentage of marketed production of non-traditional agricultural commodities increased.	Percentage														

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	E	A	E	A	E	A	E	A	E	A	E	A
5. BDG role in buying and selling food and agricultural inputs reduced.	Thousands of tons Food Ag Inputs	91/92	2,455	685		750		700		700		700		500	
<p>Comments/Notes:</p> <p>Key Assumptions: (1) BDG will change policies when shown the favorable impacts of policy change. (2) Changes in policy will lead private sector intermediaries and NGOs to make business decisions which increase input availability and output marketing.</p> <p>Program Outcome 5.3: Rural infrastructure improved.</p> <p>Indicators:</p>															
1. 10,000 kilometers of environmentally sound market roads added to rural road network by 1997.	Number	1993	0			2627		5254		7890		10,000			
2. Number of small rural businesses using electricity increased.	Number (thousands)	1993	102.8	115.4		128.6		142.4		156.1		170.9			
3. Use of electricity for irrigation increased.	Number (thousands)	1993	32.3			36.5		41.7		47.0		52.5		58.0	
<p>Comments/Notes:</p> <p>Key Assumptions: Site selection decisions, particularly for rural roads, will be based increasingly on criteria related to agricultural productivity impacts and environmental soundness.</p>															

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MANAGEMENT UNIT: USAID/BANGLADESH

Table 2.6 STRATEGIC OBJECTIVE 6: BASELINE, EXPECTED AND ACTUAL RESULTS

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA	EXPECTED (E) AND ACTUAL (A) RESULTS											
			1993	1994	1995	1996	1997	2000	1993	1994	1995	1996	1997	2000
Strategic Objective 6: Real household incomes increased.														
Indicators:														
1. Industrial sector employment increased. (1)	Thousands people disaggregated by gender	1989	4,646 M:2386 F:2259	5596		5800		6218		6593		6987		8489
2. Agricultural sector employment increased. (1)	Thousands people disaggregated by gender	1989	21,371 M 15,736 F 5,585	23,645		24,253		25,209		26,191		27,199		31,125
3. Per capita GDP increased.	Taka(₹1 = Tk40.15)	1991	Tk4466		Tk4647	Tk4769		Tk4918		Tk5096		Tk5320		Tk5227
<p><i>Comments/Notes:</i> (1) Bangladesh Bureau of Statistics (BBS) employment data hide the prevalence of widespread underemployment, particularly in the agriculture sector. Therefore, OEE has adjusted the data for underemployment. (2) Indicators 3 is measured at 1994/95 prices. Data are for Bangladesh fiscal year.</p> <p><i>Key Assumptions:</i> Improved access to credit and other services will promote an expansion of small and micro-enterprises which will lead to increased and more productive wage- or self-employment opportunities. Increased employment and worker productivity will lead to increased household incomes.</p>														
Program Outcome 6.1: Level of disaster preparedness increased.														
Indicators:														
1. Percent of population reaching shelters before natural disasters strike increased.														
2. Population with access to disaster relief supplies (e.g., ORS) within 72 hours increased.														
3. Post-disaster prevalence of wasting in children 6-59 months reduced.	Percentage	1991	15	10.2	10.2	10.1		10		9.9		9.8		
4. Post-disaster distress sales reduced.	Percentage	1991	4.6	4.1		4.02		3.94		3.86		3.78		

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
				1993		1994		1995		1996		1997		2000	
				YEAR	VALUE	E	A	E	A	E	A	E	A	E	A
Comments/Notes: Baselines and targets for indicators one and two are being established as part of the Integrated Food for Development Project monitoring and evaluation plan.															
Key Assumptions: Bangladesh will continue to experience relatively frequent natural disasters.															
Program Outcome 6.2: Financial services available to small and microentrepreneurs, including agriculturalists, improved.															
Indicators:															
1. Commercial viability of banking system improved.	Index Number	1991	0		40.4	59.7		90.0		96.9		100.0			
2. Number of USAID project loans increased.	Number	1992	19,000	24,000	24,000	30,000		38,000		48,000		59,000			
3. USAID project loan repayment rates remain high.	Percentage	1992	71	75	75	80		80		80		80			
Comments/Notes:															
Key Assumptions:															
Program Outcome 6.3: Access by small and microentrepreneurs to better technology increased.															
Indicators:															
1. Number firms using more productive technologies increased.	Number (thousands)	93/94	0			0		50		100		200		1200	
2. Employees of firms using more productive technologies.	Number (thousands)	93/94	0			0		150		300		600		2300	
Comments/Notes: FARMS AND FARM LABORERS USING NEW TECHNOLOGY TRANSFERRED TO SO 5; SHOULD THESE NUMBERS BE REDUCED?															
Key Assumptions: Financing for new technologies is available at commercial rates.															
Program Outcome 6.4: Business skills of small and microentrepreneurs strengthened.															
Indicators:															
1. Number of firms using improved accounting, marketing, and other business practices increased.	Number	1991	0	25	20	60		95		150		200		350	
Comments/Notes:															
Key Assumptions:															

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	E	A	E	A	E	A	E	A	E	A	E	A
Program Outcome 6.5: Policy and regulatory constraints limiting private, small and microentrepreneurs reduced.															
Indicators:															
1. Policy and regulatory environment for small and microentrepreneurs improved.	Index Number	1991	0		10	25		60		100		125		200	
2. Private investment as a % of GDP increased.	Percentage	90/91	5.82	6.15	7.26	7.75		8.50		9.25		10.0		12.25	
Comments/Notes:															
Key Assumptions:															

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MANAGEMENT UNIT: USAID/BANGLDESH

Table 2.7 STRATEGIC OBJECTIVE 7: BASELINE, EXPECTED AND ACTUAL RESULTS

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
		YEAR	VALUE	1993		1994		1995		1996		1997		2000	
				E	A	E	A	E	A	E	A	E	A	E	A
Strategic Objective 7: Citizen access to public policy information increased.															
Indicators:															
1. Percentage of voters who describe themselves as well-informed on election issues.	Percentage	1995	TBD												
Notes: The baseline for this indicator will be established in 1995 as part of the Mission's new democracy program. Increases are expected in each following year, but magnitudes will be determined following approval of program activities.															
Program Outcome 7.1: Policy analyses and dissemination of results by civil society organizations (CSO) improved.															
Indicators:															
1. Quality of public policy analyses published by select CSOs increased.	Scale (Low to High)	1995	TBD	NA	NA	NA	NA								
2. Distribution of public policy publications by select CSOs increased.	Number	1995	TBD	NA	NA	NA	NA								
Notes: A quality scale for indicator 1 and baselines for both indicators will be established a part of the Mission's new democracy activities. Annual increases are expected, but magnitudes will be established following approval of program activities.															
Program Outcome 7.2: Depth and breadth of public policy and government performance reporting by print journalists increased.															
Indicators:															
1. Policy content of select newspapers and newsweeklies increased.	Scale	1995	TBD	NA	NA	NA	NA								

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	E	A	E	A	E	A	E	A	E	A	E	A
Notes: The content scale, sample of newspapers and newweeklies and baseline for this indicator will be established in 1995 as part of the Mission's new democracy activities.															
Program Outcome 7.3: Issue-oriented content of campaigns increased.															
Indicators:															
1. Policy content of the parties' official campaign platforms and public statements increased.	Scale	1995	TBD	NA	NA	NA	NA								
Notes: Scale and baselines for this indicator will be established in 1995 as part of the Mission's new democracy activities. Magnitudes will be established based upon approved program activities.															

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MANAGEMENT UNIT: USAID/BANGLADESH

Table 2.8 STRATEGIC OBJECTIVE 8: BASELINE, EXPECTED AND ACTUAL RESULTS

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
		YEAR	VALUE	1993		1994		1995		1996		1997		2000	
				E	A	E	A	E	A	E	A	E	A	E	A
Strategic Objective 8: Citizen participation in processes for achieving public policies increased.															
Indicators:															
Number of calls on members of elected bodies by civil society organizations (CSOs) or NGOs increased.	Number	1995	TBD	NA	NA	NA	NA								
Notes: The baseline for this indicator will be established as part of the Mission's new democracy activities. It should be noted that the Mission is designing new democracy activities in 1995 using an experimental design approach developed to conform to the Agency's four core values: customer focus, managing for results, teamwork and accountability. This approach may lead to changes in SOs and POs.															
Program Outcome 8.1: Voters' and candidates' confidence in the freedom and fairness of elections increased.															
Indicators:															
1. Election monitors' assessments of the quality of elections.	Scale (Free/fair to not free/fair; summary of national and local elections)	1991	free/fair	NA		NA									
Number of election protests filed by candidates decreased.	Percentage	1995	TBD	NA	NA	NA									
3. A majority of eligible voters cast ballots in national and local elections.	Percentage (gender disaggregated)	1991	N: 55% F: 63%					50		55		60			
Notes: While national elections receive most attention, local elections are more frequent and more closely effect the lives of the poor. Hence, this scale will summarize all elections during the course of a year. The baseline is the 1991 national election widely recognized as free and fair. Elections before this year were generally neither free nor fair. Baseline for the second indicator will be established in 1995 and will include local as well as national elections held during the year. The third indicator serves as a proxy for voter confidence in the freedom and fairness of elections on the assumption that a majority will not turn out if they do not perceive the elections as free and fair. This indicator will be calculated annually based upon the elections which occur during the year.															
Program Outcome 8.2: Policy development and oversight capacity of elected bodies strengthened.															
Indicators:															
1. Ratio of private to government bills tabled in Parliament.	Percentage	1991	5-10%												
2. Percentage of Members of Parliament who describe the committee process as effective increased.	Yes or No	1987	no												

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
				1993		1994		1995		1996		1997		2000	
		YEAR	VALUE	E	A	E	A	E	A	E	A	E	A	E	A
<p>Notes: The first indicator is a proxy of Parliament's ability to affect government decisions. Normally, in Bangladesh, the government submits all bills for debate. An increase in the ratio between private and public bills tabled is a measure of the opposition's ability to affect public policy. The current Parliamentary committee structure is broadly recognized as an ineffective oversight mechanism. An increase in MPs perception of the effectiveness of committee's will signal their enhanced oversight capacities. Targets for both indicators will be set during design of the Mission's new democracy activities.</p>															

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Table 2.9 TARGET OF OPPORTUNITY 1 : BASELINE, EXPECTED RESULTS (E) AND ACTUAL RESULTS (A)

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
Target of Opportunity: Sustained Low HIV Seroprevalence and Transmission														
Indicators:														
Low HIV Sero-prevalence and Transmission among Sexually-Active Population Sustained	% of sexually-active population who test HIV positive in sample surveys	1994	0.05 (est.)			0.05 (est.)						0.5		
Notes: * HIV seroprevalence is expected to increase in the near-term regardless of interventions														
Key Assumptions:														
Opportunity Outcome 1.1: Increased Condom Use by High Risk Populations														
1. Numbers of Condoms Sold through SMC Outlets in Close Proximity to Places of High Risk Sexual Behavior Increased	# of condoms sold in outlets close to or in places of high risk sexual behavior	1995	TBD											
2. Use of Condoms by High Risk Groups Increased	Use of condoms by high risk groups	1995	TBD											
Notes: The source of the above figures will be special surveys conducted by the Social Marketing Company.														
Key Assumptions:														

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED AND ACTUAL RESULTS										
				1993		1994		1995		1996		1997		2000
		YEAR	VALUE	A	E	A	E	A	E	A	E	A	E	A
Opportunity Outcome 1.2 : Improved STD Treatment Services in Facilities Frequented by High Risk Groups														
Indicators:														
1. Case Management of STDs Improved	Improved case management of STDs	1995	TBD											
2. Incidence of Syphilis in High Risk Groups Reduced	Decreased rate of syphilis in high risk groups	1995	TBD											
Notes:														
Key Assumptions:														

MANAGEMENT UNIT: USAID/BANGLADESH

Table 2.11 TARGET OF OPPORTUNITY 3: BASELINE, EXPECTED AND ACTUAL RESULTS

PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	BASELINE DATA		EXPECTED (E) AND ACTUAL (A) RESULTS											
		YEAR	VALUE	1993		1994		1995		1996		1997		2000	
				E	A	E	A	E	A	E	A	E	A	E	A
Target of Opportunity 3: Women's access to equitable treatment under law increased. Indicators:															
Enforcement of legal provisions aimed at eliminating gender discrimination improved.	Judgement based upon analysis	1992	weak	weak	weak	weak	weak	weak		weak		weak			
Notes: Although legal awareness training for women has been a part of USAID/Bangladesh's democracy program, it gains increased importance in the context of the Mission's women in development strategy. Women's economic, political and reproductive rights issues are directly addressed via the Mission's strategic objectives. However, legal obstacles may prevent women from exercising these rights fully. As program gains experience with this type of programming, it will refine the indicators of success.															
Opportunity Outcome 3.1: Women's awareness of legal rights and access to legal services increased. Indicators:															
1. Registered marriages in project areas increased.	Number	TBD	TBD												
2. Percentage of disputes in project areas successfully mediated through village councils (shelish) increased.	Percentage	1992	70%												
Notes: (1) A valid marriage certificate is a key legal document for women because it establishes many of their basic rights. The percentage of registered marriages, however is relatively low in part because women are unaware of the need to ensure their marriages are properly registered. The number of registered marriages, therefore, is a useful proxy of women's awareness of their ability to protect some of their fundamental legal rights. (2) The shelish or village council is the means of dispute resolution most readily accessible by women. USAID supported activities increase women's access to mediation services based on the shelish.															
Opportunity Outcome 3.2: Capacity of garment workers to bargain collectively improved. Indicators:															
1. Number of female garment workers who are members of the Bangladesh Independent Garment Union (BIGU) increased.	Number	1994													
2. Percentage of BIGU members benefiting from full application of labor laws increased.	Percentage	1994													
Notes: With USAID support, BIGU was formed in January 1995.															

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CPS ASSESSMENT CHECKLIST

Note: These illustrative criteria are drawn from Agency and Bureau guidance on setting and monitoring program strategies.

STRATEGIC OVERVIEW

Criteria	Comments
<p>1. Country program strategy conforms to Agency and Bureau policies, strategic priorities, and strategy implementation guidelines.</p> <p>2. Analyses underlying country program strategy proposals for addressing key problem areas are sound, particularly as concerns probable results of activities relative to the Agency's poverty reduction, access/participation and gender directives.</p> <p>3. Risks implicit in proposed strategy are assessed as they bear on the feasibility of proposed strategy.</p> <p>4. CPS objectives match client country's expressed needs and absorptive capacity in priority areas, and political commitment of host government is demonstrated.</p> <p>5. Strategic priorities selected reflect: participation of development partners in determining areas to be addressed and delivery mechanisms; USAID's comparative advantage and experience; complementarity with activities of other development actors; a good probability that program approaches will effect anticipated outcomes.</p>	

COUNTRY PROGRAM OBJECTIVE TREE

Criteria	Comments
<p>Strategic Objectives</p> <p>1: SOs together with targets of opportunity set direction for selection and design of all assistance activities to be carried out in strategy period.</p> <p>2. SOs are concise statements of RESULT that is a significant contribution to host country development objectives.</p> <p>3. SOs are measurable.</p> <p>4. SOs are pegged to highest level of Mission's manageable interest: --USAID resources essential to fulfillment of this objective in strategy timeframe. --Important elements outside Mission control captured as critical assumptions. --USAID can plausibly associate its interventions with results achievable in 5-8 years. --Number and scope of assumptions linking POs to related SOs are reasonable and SO is not constrained by assumptions too great in number and/or too risky.</p> <p>5. Special interests/targets of opportunity are feasible.</p> <p>6. SOs pursue clear strategy that is consistent with Agency and Bureau priorities.</p> <p>7. SOs are unidimensional -- i.e., have a single purpose and direction.</p>	

CPS Assessment Checklist (Cont'd)

Criteria	Comments
<p>8. Describe people-level impact as appropriate.</p> <p><u>Program Outcomes</u></p> <p>1. are concrete, near-term results that can be attributed to USAID's own activities.</p> <p>2. are measurable.</p> <p>3. are critical to the achievement of SOs and, taken together with other program outcomes, is adequate to show significant impact on the SOs.</p> <p>4. can be monitored and reported on at regular intervals.</p> <p>5. are achievable in 3-5 years</p> <p>6. aren't constrained by critical assumptions that are too great in number and/or too risky.</p> <p>7. are logically consistent to SOs they support.</p> <p>8. are unidimensional.</p> <p><u>Indicators</u></p> <p>1. Measure progress as directly as possible-- i.e., proponents and skeptics would agree that the indicator is a valid measure.</p> <p>2. Show the size of the problem as well as the portion that USAID is tackling.</p>	

CPS Assessment Checklist (cont'd)

Criteria	Comments
<p>3. Have significance for a wide audience.</p> <p>4. Are practical and cost-effective to measure.</p> <p>5. Provide a measure that can be related to the magnitude of USAID's investment.</p> <p>6. Are disaggregated where possible -- i.e., specify the target population or geographic area covered.</p> <p>7. If measurement process were duplicated, same result would be achieved.</p> <p>TARGETS</p> <p>1. Establish reasonable markers for quantitative and qualitative results</p> <p>2. Identify beneficiary population</p> <p>3. Indicate timeframe for achieving anticipated results.</p>	

CPS Assessment Checklist (cont'd)

ACTION PLAN

Criteria	Comments
<p>1. Anticipated and actual impact in selected priority areas justifies strategic choices.</p> <p>2. Activities outlined in program action plan are feasible instruments for attaining POs and SOs.</p> <p>3. Resource levels needed to support program and activity implementation are (a) justified, and (b) likely to be provided in the current budget environment; i.e., realistic given program funding, and FTE/OE realities.</p>	