



**USAID** | **BANGLADESH**  
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# **GATE/USAID COUNTRY ACTION PLAN FOR BANGLADESH**

**April 2005 - 2007**

March 23, 2005

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# **GATE/USAID COUNTRY ACTION PLAN FOR BANGLADESH**

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**DISCLAIMER**

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

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**GATE**  
**USAID/Bangladesh**  
**Country Action Plan**

The purpose of the Country Action Plan (CAP) is to establish a set of mutually agreed upon activities to better integrate gender concerns into the Mission's economic growth and trade portfolio in order to improve the ability of the program to meet its objective. The CAP will be collaboratively developed by the Mission, the WID Office and GATE. The CAP has three elements: 1) an agreed upon set of activities and expected level of effort to carry them out; 2) the management and monitoring of these activities; and, 3) a representative budget from GATE to execute the work. The budget will provide detailed cost estimates for each Task, along with budget notes and a tentative implementation timeline for each Task and related Sub-Tasks. It should be understood that carrying out these activities is subject to the availability of funding for the GATE Project.

These support activities were developed during a GATE Team visit to USAID/Bangladesh from January 21, 2005 through February 10, 2005 and subsequent discussion with the Mission. The analysis and background for these activities is contained in the GATE Trip Report - Gender/Trade Assessment for USAID/Bangladesh. Annex B of that report, Proposed Activities for GATE Country Action Plan in Bangladesh, contained our initial thoughts on CAP activities which the Mission reviewed and provided recommendations. Those recommendations are reflected in the revised CAP.

The background and rationale for these activities will not be repeated here, but are incorporated by reference. GATE's initial ideas have been further developed and refined in this CAP for Bangladesh which will be mutually approved by the WID Office and USAID/Bangladesh. The CAP lays out a set of tasks that GATE will undertake to support the Mission's Economic Growth and Trade objectives over a proposed two year period. GATE will be responsible for initiating all implementation actions in the CAP, coordinating these efforts with the Mission, as well as for monitoring and evaluating GATE activities. To maximize the benefits the Mission derives from GATE's assistance, the Mission may wish to appoint a member of its staff to liaise between the GATE program and the Mission.

The CAP has four basic Technical tasks and one Support/Administrative one. The technical focus of the activities is on strengthening the gender analysis in the Economic Growth and Trade sector; supporting development of the Information Communication and Technology (ICT) sector; incorporating gender into Trade Capacity Building (TCB) activities; and, working with the Mission Gender Advisor. On the Support/Administrative side, GATE has designated Melinda Packman, one of the core staff members, as its International Program Director for Bangladesh. Her Curriculum Vita is attached (Annex A). GATE will set up an office, hire a local Country Manager to coordinate implementation between the Mission and the GATE home office, and monitor performance/results (Annex C). These tasks are described in more detail below.

## **TASK 1. Strengthen Mission's and Partners' gender analysis in the Economic Growth/Trade sector.**

This Task will be implemented through four Sub-Tasks.

**Sub-Tasks: 1.1 to 1.3.** Conduct three (3) gendered value-chain analyses and provide recommendations for each commodity that the Mission is or may become involved with. The exact selection will be worked out with the Mission and an agreed upon Scope of Work (SOW) prepared. The intent is to show how incorporating gender into such analysis will better inform the design/implementation process. This approach has not been apparent in past programs.

GATE expects to carry out this work with the combined talents of an outside expert linked with a Bangladeshi expert. A representative team might include consultants like Dr. Ken Swanberg and Dr. Salma Chaudhuri Zohir. Attached (Annex B) is a brief description of their past work. GATE welcomes the participation of an USAID/Bangladesh staff member, where this would be seen as a professional development opportunity, and/or a staff member from an implementing agency, if the analysis could affect their work program.

Where possible, each Sub-Task team will work with the appropriate Strategic Objective Agreement with the Bangladesh Government (SOAG)/Project counterparts to develop recommendations/activities that move women up the value-chain in sectors where the agriculture business enterprises are engaged. Activities may include facilitating links with relevant NGOs and women entrepreneurs. GATE would expect the Sub-Tasks to be carried out sequentially over the life of the CAP.

**Sub-Task 1.4.** Conduct a study evaluating employment options for women in the service sector and advise the Mission and Partners about the findings and recommendations. Issues such as workforce development skills and training to move women into higher-paid service jobs such as child-care, retail, would be addressed. This study would be carried out by a local consultant.

## **TASK 2. Support development of the Information Communication and Technology Sector.**

**Sub-Task 2.1.** Prepare a desktop study of issues facing women in accessing ICT as well as develop policy and program recommendations for the Mission. Development of the ICT sector is part of the USAID/Bangladesh SOAG. To further support this work and to help address gender issues that might impede successful implementation, GATE would seek the services of an expert in ICT to examine gender constraints to access to and use of ICT. A potential candidate to carry out this study is Ms. Laurel Elmer, who is briefly described in an attachment (Annex B).

**Sub-Task 2.2.** Work with a USAID-funded ICT provider to engender their project by providing advice and support to increase the number of women who participate in ICT activities. This might include providing advice on training in the use of the Trade Map software to women's NGOs and business associations; on establishing a placement cell at a location which women frequent; and/or on partnering with an NGO working in the garment sector, or another sector in which women are concentrated, to train women in ICT curriculum and to provide placement assistance to women in gaining jobs in the burgeoning ICT sector. This may involve an expert in ICT traveling to the field to engage the counterparts selected by GATE and USAID/Bangladesh.

### **TASK 3. Integrate gender into Bangladesh's trade capacity building (TCB) activities.**

**Sub-Task 3.1.** Work with SAFTA researchers to include gender in their analysis and/or conduct a separate gender analysis of SAFTA. Monitor the SAFTA research for inclusion of gender and poverty issues.

GATE Deputy Director Marceline White will participate in the first SAFTA research meeting on April 6-7, 2005, presenting on the gender and distributional considerations that could be included in the SAFTA country research. GATE Trade Economist, Sarah Gammage or GATE Deputy Director Marceline White, will participate in the final presentation of the SAFTA research in India in June, 2005. In collaboration with the USAID SAFTA analysis team, GATE may pursue additional research on gender and distributional issues within SAFTA that may be outside the scope of the SAFTA team's research but would complement their efforts.

**Sub-Task 3.2.** Trade Impact Analysis (following methodology developed by Women's Edge). GATE will conduct research analyzing the economic and legal/regulatory impacts of past trade and investment liberalization on gender and poverty indicators within the country. Modeled on the Women's Edge Coalition's Trade Impact Review, the study will investigate the linkages between economic changes, legal and regulatory changes, and trade policies. The study will also include policy recommendations to enhance the ability of poor women and men to gain from trade as well as recommendations to ameliorate any unintended negative consequences of trade liberalization. To conduct the study, GATE Trade Economist, Sarah Gammage would lead the economic section in coordination with GATE Deputy Director. A trade lawyer would consult on the project to assess the legal and regulatory issues. An illustrative candidate would be Eugenia McGill who has a gender and legal background in trade (Annex B). A local researcher, possibly Dr. Salma Chaudhuri Zohir, would also be engaged. This activity will involve several trips to gather data and consult with local researchers.

### **TASK 4. Assist the Mission Gender Advisor in analyzing gender and trade issues. Prepare and deliver material to strengthen the Mission's gender analysis skills.**

**Sub-Task 4.1.** Develop handbook on integrating gender concerns into trade and economic growth analysis, program planning, and indicators. Develop a training handbook on how to conduct gender analysis of trade policies and economic growth and trade-related projects. The handbook will include suggested project design options, indicators, and exercises. (This Sub-Task may also be viewed as part of the Trade Capacity Building activities.)

**Sub-Task 4.2.** Deliver training to USAID/Bangladesh staff and other partners as directed by the Mission. In addition to developing the handbook, above, GATE will conduct training for USAID/Bangladesh staff as well as implementing partners (if desired by the Mission). GATE envisions the training to be held in two segments: a) an intense, off-site workshop with a few staff/partners who will need to apply the training in their everyday work; and, b) a more general training session for other Mission staff and partners who need to understand the issues and potential impact such applications can have. Additional training will be provided for the Gender Advisor. We anticipate that the GATE Deputy Director, Marceline White, and a training consultant will develop the material and provide these training sessions during one field visit.

**Sub-Task 4.3.** Monitoring the Ready Made Garment Sector for the impact of the ending of the Agreement on Textiles and Clothing December 31, 2004. The GATE Country Manager will prepare updates for the Mission and home office that distills current research and new developments reported in the press regarding the RMG sector. GATE will provide feasible policy and program advice for the Mission. GATE will contract one or two local NGOs to follow a group of garment workers to determine how they are coping with the changes in the industry. GATE staff will provide the Mission with timely updates and advice concerning developments in the RMG sector, particularly as it pertains to employment of female workers, which may have implications for the Mission's job-creation projects. Additional research might include studies on conditions, wages, livelihoods and well-being of home-based workers in comparison to RMG workers and/or an analysis of what a "sustainable wage" in Bangladesh might be.

## **TASK 5. Management and Monitoring**

**Sub-Task 5.1.** Arrange GATE office space and administrative structure. DTS is setting up company policies and procedures for field offices. GATE is currently arranging to work out of space available contiguous to another USAID/Bangladesh project. GATE will negotiate a cost sharing arrangement for logistic and administrative support.

**Sub-Task 5.2.** Hire local manager/researcher and other staff as required. GATE will hire a local Country Manager to be responsible for implementing the Bangladesh CAP activities on the ground in-country. This position will report to a core GATE staff member in the home office. The SOW has been prepared for this position (Annex C).

**Sub-Task 5.3.** Establish a monitoring and evaluation plan. GATE will hire a specialist in this field to help develop a meaningful plan.

**Sub-Task 5.4.** GATE home office management and monitoring. Melinda Packman has been designated to be the International Program Director (Annex A) for Bangladesh. She will be expected to devote about one quarter of her time on overseeing and implementing the Bangladesh CAP. She will be delegated the necessary authority to make all of the decisions to achieve the CAP objectives. She is traveling to Bangladesh in April to start the process of setting up an office and hiring a Country Manager.

Ms. Packman will be responsible for managing the GATE Bangladesh CAP budget (Annex D) and monitoring the implementation timeline (Annex E). A summary of the CAP budget is presented below to show the overall proposed costs and level of effort (LOE) by Task.

**Estimated Cost and LOE per task**

<b>Task</b>	<b>Cost</b>	<b>LOE Days</b>
<b>Task 1.</b> Strengthen Mission's and Partners' gender analysis in the Economic Growth/Trade sector	\$205,507.78	295
<b>Task 2.</b> Support development of the Information, Communication and Technology Sector	\$45,317.25	87
<b>Task 3.</b> Insure gender is incorporated in Bangladesh's trade capacity building (TCB) activities.	\$219,595.37	352
<b>Task 4.</b> Assist the Mission Gender Advisor in analyzing gender and trade issues. Prepare and deliver material to strengthen the Mission's gender analysis skills.	\$142,364.19	267
<b>Task 5.</b> Management and Monitoring	\$266,801.34	763
<b>Total</b>	<b>\$879,585.93</b>	<b>1764</b>

## ANNEX A

**NAME:** MELINDA PACKMAN  
**PROPOSED POSITION:** International Program Director  
**LEVEL:** Mid-Level  
**AFFILIATION:** Development & Training Services, Inc. (DTS)  
**NATIONALITY:** US Citizen

### QUALIFYING EXPERIENCE:

Melinda Packman has project management and research experience in international development. She has successfully coordinated all aspects of USAID-funded projects and is familiar with donor protocol related to financial management, contracting, reporting, compliance monitoring, and personnel mobilization. Ms. Packman also has excellent communication skills including research, writing, and editing, analyzing technical and non-technical materials, as well as coordinating dissemination efforts. She is familiar with and follows prominent development issues such as trade, investment, regional integration, and economic growth initiatives. Prior to joining DTS, Ms. Packman worked with both public and private sector representatives, formulating the annual program agenda, policy positions and regional program activities complimentary to international trade and investment interests. Her country knowledge includes the Latin American and Caribbean region and Indonesia. She holds a Master of Arts from the Universiteit van Amsterdam, The Netherlands.

### EDUCATION:

Master of Arts in International Relations, Universiteit van Amsterdam, The Netherlands, 2003  
Bachelor of Arts in International Relations, Southwest Texas State University, San Marcos, TX, 2000

### PROFESSIONAL HISTORY:

#### September 2004-Present

#### **Project Administrator/Researcher, USAID/EGAT/WID Greater Access to Trade Expansion, Development & Training Services, Inc., Arlington, VA**

Substantive research, survey work and written analysis of trade and gender issues, including bilateral donor approaches, market access programs, and best practice recommendations; Conduct background economic-based research to help formulate adequate intervention mechanisms to mitigate the negative impacts of trade and globalization; Perform overall project administration, monitoring, reporting, financial management, and personnel recruitment and mobilization; Draft and coordinate annual work plan development and submission, including budget allocation.

#### April-September 2004

#### **Program Director, Caribbean Central American Action, Washington, DC**

Principal lead for financial services business team to formulate annual agenda, policy position and program activities throughout the Caribbean Basin; Tracked industry specific issues and developments related to WTO, FTAA, CSME and DR-CAFTA; Developed session programs, identified speakers, and solicited sponsorship for Annual Miami Conference on the Caribbean Basin; Created overview and agenda for a Dominican Republic regional capital markets integration

seminar; Represented, marketed and provided logistical support for Barbados-Florida business competitiveness symposium; Solicited sponsorship and speaker requests for Honduras trade forum; Defined potential 'best business practice' study areas for private sector led advocacy and implementation; Liaised with organizations for collaborative activities; Updated and maintained contact database of financial sector and regional Ministry members; Wrote grant proposals; Acted as surrogate lead for tourism, transportation and energy industry sectors as well as supported Caribbean port security assessment and Alliance for CAFTAAction initiatives.

#### **January–April 2004**

##### **Intern, Development Section, Delegation of the European Commission in Washington, DC**

Researched issues affecting foreign policy in developing countries; developed written reports on meetings, hearings, conferences and seminars including the summarization of multilateral development bank policy documents; and compiled statistical information on EU and multilateral-donor development programs.

#### **October–December 2003**

##### **Intern, UN International Fund for Agricultural Development (IFAD), Washington, DC**

Edited and wrote memoranda on US, UN, NGO, and multilateral development institution activities; summarized substantive publications on international development to one page briefs.

#### **June 2001–July 2002**

##### **Program Manager, USAID/Indonesia Partnership for Economic Growth Cooperative Agreement: Enhancement of Economic Governance during Indonesia's Political Transition and USAID/Indonesia Partnership for Economic Growth: Strengthening Regional University Capacity to Support Decentralization, The IRIS Center at the University of Maryland, College Park**

Provided backstopping and daily administrative support for field and home offices; performed financial project management including developing, tracking and monitoring budgets, preparing quarterly financial reports, contract development and compliance, tranche billings, and travel arrangements; prepared and disseminated project proposal extensions and funding requests; facilitated communication between staff, consultants and donor, and managed partner and subcontractor relationships; developed and systematized accrual project accounting and co-hosted internal training session; shaped and developed input for substantive content of bilingual project website and output distribution; reviewed and edited substantive quarterly project narrative reports and coordinated monthly SEGIR LIR reporting; participated in hiring committees and assisted in reform of annual employee evaluation process; arranged home office project meetings, events, seminars, visitors, and brown bags; supervised student employee.

#### **June 2000–May 2001**

##### **Outreach Coordinator, The IRIS Center at the University of Maryland, College Park**

Wrote and designed outreach materials including a brochure, book flyers, CDROM jacket, folder, gifts, publications book, one-pagers, and qualifications booklet; assisted in layout, design, coordination, writing and editing of 'Inside IRIS' and 'IRIS Quarterly' newsletters; developed and disseminated 'IRIS Weekly News'; disseminated project outputs via Web, CDROM, e-mail, and hard copy mailings and maintained research outputs, publications database and mailing list; updated website content and project summaries; developed and maintained e-resource catalog; coordinated monthly and quarterly reporting of SEGIR LIR projects; promotional event coordination comprising brown bag sessions, 10 year anniversary event and University fairs.

**August 1997–February 2000**

**Student Administrator, International Office, Southwest Texas State University, TX**

Acted as the front line for customer service and assistance to international students and staff regarding visa documents, study abroad programs, technical immigration documents and procedures, and other applicable areas; facilitated and filed US immigration documents of the F,J,H,B,O visa types including requests for extension, change of status, and practical training; tracked and monitored documentation and applicant status; created, maintained and monitored database of the international files; coordinated travel and participation in annual NAFSA meetings; performed daily administrative operations, assisted in employee administration, interviewing and training; developed, edited and maintained office manual and international student handbook; maintained study abroad library.

## ANNEX B

### Potential GATE Consultants and DTS Staff Bangladesh Country Action Plan

1. **Ken Swanberg**
2. **Salma Chaudhuri Zohir**
3. **Laurel Elmer**
4. **Sarah Gammage (DTS Staff)**
5. **Eugenia McGill**

**1. Kenneth Swanberg** is an agricultural economist with over 35 years of agriculture and agribusiness development experience in Latin America, Africa, the Near East, the Former Soviet Union and Asia. Dr. Swanberg has a thorough knowledge of the complexities of agricultural product marketing, production and processing. His expertise covers agribusiness and business development, the design and management of extension systems, women as contract growers and marketing agents, dry-land and rain-fed crop production, agriculture's contribution to nutrition, agricultural commodity markets, marketing and impact analysis of horticulture marketing, exporting, and comparative advantages. It also extends from small grains and legume processing to cotton, silk, flax, and wool for textiles and includes leather tanning; wood processing from forest management and rejuvenation to sawmilling, kiln drying, particle board, MDF and plywood, to all types of furniture making, doors, flooring and mouldings; vegetable and fruit canning, drying, freezing, and juices; and specialty crops such as coffee, rubber, and cocoa. Most recently, Dr. Swanberg has been developing a new approach to development assistance, demonstrating that the production of raw commodities is not sufficient and that including the value-added processing of most farm goods is essential if one is to reach competitiveness, and to provide viable income and employment opportunities to farm families. He has had resident field experience in Venezuela, Colombia, Vietnam, Kenya, Egypt and Bolivia, holds a Ph.D. in Agricultural Economics from Cornell University, and is fluent in Spanish.

**2. Salma Chaudhuri Zohir** is an economic research specialist with over 25 years experience. Dr. Zohir has extensive knowledge of gender, focusing in sectoral areas of trade distribution, ethical trading, social and economic worker conditions, wage rate differentials, garment industry strategies, options for the natural gas industry as well as industrial policy, economic policy reform, and macro-economic performance. She has recently presented research concerning the Bangladesh textile industry using a value chain analysis approach and integrating gender into transport programs. She is a resource person for a Bangladesh PRSP technical committee for women's advancement and rights. Currently, Dr. Zohir is working with the Bangladesh Institute of Development Studies (BIDS), focusing on a gender budget project in the agriculture sector. She is also researching a paper titled "WTO Doha Round and South Asia: Linking Civil Society with Trade Negotiations". She holds a Ph.D. in Economics from the University of Manchester and is fluent in Bangla.

**3. Laurel Elmer** is an Information and Communication Technologies (ICT) expert focusing on capacity building and social change programs in 20 countries throughout Africa, Asia and the Caribbean. She has extensive experience as a sector analyst for donor-funded human capacity and

institutional development programs, and has expertise in strategic planning and evaluation, policy analysis, and program development. Ms. Elmer recently spent time in Vietnam, analyzing the ICT sector, providing technical assistance to the Vietnamese Government's national ICT Strategy, supporting the UNDP's Conceptual Framework development, and conducting a baseline survey of ICT literacy and computer use. Ms. Elmer holds an MA in International Communications and Political Economy from American University, and is a Ph.D. candidate in Information Technology and Sustainable Development at Tulane University. She is fluent in French, has a working knowledge of Spanish, and conversational skills in Vietnamese, Bahasa Indonesia, Russian, German, Modern Greek and Wolof.

**4. Sarah Gammage** is a Trade Economist for DTS's GATE Project with at least 10 years experience analyzing trade and gender issues in a developing context. Dr. Gammage's research includes examining the effects of macroeconomic policy and globalization on women, exploring the impact of migration, internal displacement and refugee status on the intergenerational transmission of poverty; and analyzing human-environment interactions in diverse ecosystems. Over the last ten years, she has worked with a number of development organizations including the Pan-American Development Foundation, the Inter-American Foundation, the United Nations Development Programme, the International Center for Research on Women, and the International Institute for Environment and Development. Dr. Gammage is fluent in Spanish. She has a master's degree in Economics from the London School of Economics and Political Science, and a doctorate from the Institute of Social Studies in The Hague.

**5. Eugenia McGill** is a trade lawyer with 20 years of experience in gender analysis, development, and human rights laws, policy and programming. She has extensive experience in gender integration of policies and programming throughout Asia. She has served as a consultant to the UN's Task Force on Maternal and Child Health, evaluating the influence of international financial institutions on maternal and child health. For the past 11 years, Ms. McGill has worked with the Asian Development Bank both as a consultant and staff member providing policy and legal expertise on gender integration in the poverty and social development programs of the Bank, on human trafficking and strategies to ameliorate the situation in Bangladesh, Nepal, and India; and on integrating gender into the National Growth and Poverty Eradication Strategy in Laos. She has written widely on trade, human rights, and legal frameworks as well as legal frameworks related to human trafficking in South Asia and the Islamization of law in South Asia. Ms. McGill's language skills include conversational German, proficiency in French, and a beginners level knowledge of Spanish, Pilipino, Mandarin and Cantonese. She holds a JD (cum laude) from the University of Pennsylvania Law school, an MIA from Columbia University, and a BA (magna cum laude) in English from Williams College.

## **ANNEX C**

### **Proposed Scope of Work for Country Manger (Bangladesh)**

#### **Office Management**

- Manage day-to-day office operations
- Supervise accounting and support staff
- Manage and approve expenses
- Review financial reports and bank statements for accuracy
- Project monthly expenditure needs
- Draft consultant scope's of work and contracts
- Liaise with the home office on a regular basis
- Write weekly reports on project activities and contribute to quarterly reports
- Develop project materials as needed
- Coordinate with and respond to Mission requests and inquiries
- Arrange meetings
- Arrange workshop/training events
- Travel to home office as requested
- Perform other duties as requested

#### **Program Management**

- Primary contact person for GATE Bangladesh activity
- Implement country activities (CAP), monitor progress and recommend alterations as needed
- Coordinate the recruitment and activities of consultants in the field
- Represent DTS and GATE in the field
- Liaise with USAID, NGOs, donors, contractors and local community

#### **Technical**

- Monitor the RMG sector - track news events, employment changes, interview local women worker, etc.
- In-country travel for assessment, implementation, monitoring, evaluating and liaising with local community
- Support monitoring and evaluation (M&E) activities
- Support home office research needs related to country or issues as requested

## ANNEX D

See attached spreadsheet for detailed budget.

### Budget Narrative Bangladesh Country Action Plan (CAP) April 2005 – 2007

To undertake the proposed Bangladesh CAP as effectively as possible, GATE created an associated budget to allocate level of effort (LOE) and costs among the various project tasks and subtasks. The budget is broken down by line item, task and subtask activities, including anticipated project management and monitoring. When possible, GATE will opt to contract local consultants or non-governmental organizations (NGOs) to carry out activities. This budget forms a sub-component of the overall GATE budget.

Estimated Cost and LOE per task:

<b>Task</b>	<b>Cost</b>	<b>LOE Days</b>
Task 1. Strengthen Mission's and Partners' gender analysis in the Economic Growth/Trade sector	\$205,507.78	295
Task 2. Support development of the Information, Communication and Technology Sector	\$45,317.25	87
Task 3. Insure gender is incorporated in Bangladesh's trade capacity building (TCB) activities.	\$219,595.37	352
Task 4. Assist the Mission Gender Advisor in analyzing gender and trade issues. Prepare and deliver material to strengthen the Mission's gender analysis skills.	\$142,364.19	267
Task 5. Management and Monitoring	\$266,801.34	763
<b>Total</b>	<b>\$879,585.93</b>	<b>1764</b>

#### **Task Narrative**

**Task 1.** Strengthen Mission's and Partners' gender analysis in the Economic Growth/Trade sector.  
*Subtask 1.1-1.3 Value-chain analysis, recommendations, and implementation*

- Labor and Consultants:  
Per analysis, two (2) persons for two (2) person months LOE each. A local consultant, potentially Salma Zohir, will participate in all three (3) analyses. She will be supported by a DTS consultant, potentially Ken Swanberg, for two (2) of the analyses. DTS's subcontractors, IBTCI, will participate in one (1) analysis.
- Travel:  
Two (2) trips per analysis, six (6) trips total to Dhaka, at 15 days per trip.  
Local transportation is also budgeted for anticipated local travel expenses.

*Subtask 1.4 Service sector evaluation/training*

- Labor and consultants:

- One (1) person month LOE for a Local consultant/trainer, TBD.
- ODC:  
Training/workshop on workforce development skills in or around Dhaka.

**Task 2.** Support development of the Information and Communication Technology Sector (ICT)

*Subtask 2.1 Desktop Study*

- Labor and Consultants:  
One (1) person month LOE for a DTS consultant, Laurel Elmer. DTS labor, Marceline White, will support the study and follow-up with up to five (5) weeks LOE.

*Subtask 2.2 Engender ICT project with Trade Map*

- Labor and Consultants:  
Two (2) person months LOE for a DTS consultant, TBD.
- Travel:  
One (1) trip to Dhaka at 15 days per trip.

**Task 3.** Insure gender is incorporated in Bangladesh's trade capacity building (TCB) activities.

*Task 3.1 SAFTA workshop*

- Labor and Consultants:  
Twelve (12) days LOE for DTS labor, Marceline White, to participate in Dhaka workshop. Fifteen (15) days LOE for DTS labor, Sarah Gammage, to participate in the follow-on workshop and monitoring activities.
- Travel:  
One (1) trip to Dhaka at 10 days.  
One (1) trip to New Delhi at 10 days.

*Task 3.2-3.3 Trade Impact Analysis/Dissemination*

- Labor and consultants:  
Two (2) person months LOE each for DTS labor, Marceline White and Sarah Gammage, and DTS consultant Eugenia McGill.  
Six (6) person months LOE for Local consultant.  
One (1) person month LOE to edit the final document and present the findings (Marceline White).
- Travel:  
Six (6) trips to Dhaka at 12 days per trip.  
Local transportation is also budgeted for anticipated local travel expenses.

**Task 4.** Assist the Mission Gender Advisor in analyzing gender and trade issues. Prepare and deliver material to strengthen the Mission's gender analysis skills.

*Subtask 4.1-4.2 Develop handbook and training*

- Labor and consultants:  
Six (6) weeks total LOE: three (3) weeks LOE each for DTS labor, Marceline White, and DTS consultant/trainer to prepare and present the handbook.
- Travel:  
Two (2) trips to disseminate and train: one (1) two week trip for Marceline and one (1) month trip for the DTS consultant/trainer.
- ODC:

An offsite workshop, potentially to be held in Chittagong, is included to reach a wider breath of individuals.

*Subtask 4.3 Monitor RMG Sector*

- Labor and consultants:  
Eight (8) days per month LOE for DTS labor Local Country Manager
- Subcontractor:  
Two (2) NGOs contracted for a period of two (2) years each.

**Task 5. Management and Monitoring**

*Subtask 5.1-5.4 GATE project management and monitoring*

- Labor and consultants:  
Overall supervision for implementing the CAP will rest DTS labor. The Country Manager (TBD) will spend at least 60% LOE time, or 14 days per month, on project management. GATE's International Program Director (Melinda Packman) will spend approximately 25% LOE time, or 4 days per month, on project management in the home office. Peter Davis will also provide support at 2 days per month. A part-time local consultant, for 9 days per month, will be contracted to provide accounting, financial and administrative support to the Country Manager.
- Travel:  
Three (3) trips to Dhaka twice a year for 10 days each for overall project monitoring by Melinda Packman and Peter Davis.  
One (1) trip to DTS for 10 days by the Country Manager.  
Local transportation is also budgeted for anticipated local travel expenses.

**Line Item Narrative**

• **DTS Labor**

Direct Labor represents DTS staff members who will work on the project. Daily labor rates are presented in actuals when known. This line item includes staff member daily rates and estimated LOE spent on specific project tasks. The team estimated to work on the CAP is summarized below.

<b>LABOR CATEGORY</b>	<b>TERM</b>	<b>ORGANIZATION</b>	<b>PERSONNEL</b>
Project Director	FT	DTS	Peter Davis
Deputy Project Director	FT	DTS	Marceline White
International Program Director	FT	DTS	Melinda Packman
Trade Economist	Intermittent	DTS	Sarah Gammage
Country Manager (Bangladesh)	FT	DTS	TBD

Annual salary escalations for projected years are in accordance with DTS's policies and practices.

All labor conducted in the field is authorized a 6 day work week.

• **Fringe**

DTS fringe benefits are in accordance with the Basic IQC: 25% of total direct labor. This line item includes paid absences such as holidays and vacation days.

- **Overhead**

DTS overhead rates are in accordance with the Basic IQC: 60% of total direct labor and fringe benefits.

- **DTS Consultants**

To provide on-going support to the CAP, long and short term experts with specialization in economics, labor, gender and/or training will be recruited. This line item includes consultant daily rates and estimated LOE time spent on specific project tasks. Potential consultants include:

LABOR CATEGORY	TERM	PERSONNEL
Functional Specialist	LT	Salma Zohir
Functional Specialist	PT/LT	Ken Swanberg
ICT Specialist	ST	Laurel Elmer
Trade Specialist	PT/LT	Eugenia McGill
Gender Specialist	ST	Nancy Diamond
Training Specialist	ST	TBD
Local Consultant (3)	ST	TBD
Local Accountant	PT/LT	TBD

All labor conducted in the field is authorized a 6 day work week.

- **Subcontracts**

International Business & Technical Consultants, Inc. (IBTCI) is an approved Subcontractor to DTS under the basic IQC. This line item includes the budget portion for IBTCI directly and includes a daily rate for a short-term consultant, potentially David Holbourne or equivalent. Fringe benefits are charged at 32% employee's base salary, as per the NICRA with USAID. This line item includes paid absences such as holiday and vacation days. Overhead is charged at 78% of labor and associated Fringe Benefits in accordance with IBTCI's Negotiated Indirect Cost Rate Agreement (NICRA) with USAID.

Additionally, GATE will identify and contract non-governmental organizations (NGOs) through a Purchase Order (PO).

LABOR CATEGORY	TERM	ORGANIZATION	PERSONNEL
Subcontractor	PT/ST	IBTCI	David Holbourne/ equivalent
Subcontractor (2)	LT	NGO	TBD

All labor conducted in the field is authorized a 6 day work week.

- **Travel**

This line item includes all air travel to Dhaka, per diem rates (as established by the US State Department), medical expenses (including Medex and DBA), inoculations, visas, in-country transportation and communication, transportation to/from the airport, and local airfare. Air travel is budgeted based on prior experience, in accordance with the Fly America Act, the 14 hour rule, and other USAID and DTS travel regulations.

Each trip averages 10-21 days depending on activity. All trips include medical expenses, visas, per diem, local travel and communication costs.

- **Other Direct Costs (ODCs)**

This line item includes all costs associated with maintaining a working office in country.

Office Rent is calculated based on estimated costs for a local office in Dhaka.

Office Procurement includes desks, chairs, filing cabinets, supplies, etc. for the local country staff.

Translation and Interpretation Services cover necessary services while in-country.

Publications/Subscriptions include purchasing of research materials to support subtask assessments and studies.

Training/workshops, to be conducted in Dhaka, include overall expenses necessary to conduct a training session or workshop, such as rental space, rental equipment, coffee/meal breaks, handouts, badges, etc.

Offsite workshop includes overall expenses necessary to conduct a workshop, such as rental space, rental equipment, coffee/meal breaks, handouts, badges, as well as associated travel expenses to/from the site (i.e. Chittagong).

- **Total Estimated Cost**

This line item combines all task subtotals.

**ANNEX E**

**BANGLADESH CAP TIMELINE  
APRIL 2005-2007**

	Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
<b>Task 1. Strengthen Gender Analysis</b>																									
task 1.1. value chain analysis																									
task 1.2. develop recommendations/activities																									
task 1.3. implement activities																									
Task 1.4. service sector evaluation/training																									
<b>Task 2. Develop ICT Sector</b>																									
task 2.1. desktop study																									
task 2.2. engender ICT projects																									
task 2.3. establish computer cell																									
<b>Task 3. Gender and TCB</b>																									
task 3.1. participate in SAFTA meetings																									
task 3.2. trade impact analysis																									
task 3.3. disseminate analysis findings																									
<b>Task 4. Support Mission Gender Advisor</b>																									
task 4.1. develop handbook																									
task 4.2. train Mission staff																									
task 4.3. monitor RMG sector																									
<b>Task 5. GATE Management</b>																									
task 5.1. local office set-up																									
task 5.2. hire local staff																									
task 5.3. M&E																									
task 5.4. close-out																									

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