



# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



## MONITORING, EVALUATION AND LEARNING PLAN

OCTOBER 2022

### FEED THE FUTURE BANGLADESH AGRICULTURAL INFRASTRUCTURE DEVELOPMENT ACTIVITY



**USAID**  
FROM THE AMERICAN PEOPLE

# MONITORING EVALUATION AND LEARNING PLAN

## FEED THE FUTURE BANGLADESH AGRICULTURAL INFRASTRUCTURE DEVELOPMENT ACTIVITY

**Contract Number: 72038821C00002**

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**Submitted by:**

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## TABLE OF CONTENTS

<b>1. INTRODUCTION</b>	<b>3</b>
1.1 PURPOSE AND GUIDING PRINCIPLES OF THE MONITORING, EVALUATION, AND LEARNING PLAN	3
1.2 AGRICULTURAL INFRASTRUCTURE ACTIVITY BACKGROUND	4
1.3 FEED THE FUTURE AGRICULTURAL INFRASTRUCTURE ACTIVITY LINK TO THE USAID/BANGLADESH CDCS	4
<b>2. AGRICULTURAL INFRASTRUCTURE ACTIVITY RESULTS FRAMEWORK</b>	<b>8</b>
2.1 THEORY OF CHANGE	8
2.2 CRITICAL ASSUMPTIONS	8
2.3 MITIGATING RISKS	9
2.4 THE AGRICULTURAL INFRASTRUCTURE ACTIVITY RESULTS FRAMEWORK	9
2.5 ACTIVITY OVERVIEW	12
2.6 THE AGRICULTURAL INFRASTRUCTURE ACTIVITY IMPLEMENTATION APPROACH	14
2.7 OUTCOME MEASUREMENT STEPS	15
2.8 SELECTION OF INDICATORS	15
<b>3. DATA COLLECTION, ANALYSIS, AND REPORTING</b>	<b>19</b>
3.1 DATA COLLECTION, PROCESSING, AND ANALYSIS	19
3.1.2. Cross-Cutting themes	20
3.1.3. Data Reporting and Use	20
3.1.4. INTEGRATING M&E AND GIS	20
3.2 BASELINES, TARGETS, AND ANNUAL SURVEYS	21
3.3 DATA QUALITY ASSESSMENT	21
<b>4. FEED THE FUTURE AGRICULTURAL INFRASTRUCTURE ACTIVITY MEL ORGANIZATION</b>	<b>23</b>
<b>5. EVALUATION</b>	<b>24</b>
<b>6. LEARNING</b>	<b>25</b>
<b>ANNEX A. LIST OF PERFORMANCE INDICATORS</b>	<b>31</b>
<b>ANNEX B. PERFORMANCE INDICATOR REFERENCE SHEETS</b>	<b>33</b>
<b>ANNEX C. PERFORMANCE INDICATORS DATA TABLE</b>	<b>71</b>
<b>ANNEX D. YEAR ONE MEL TASK SCHEDULE</b>	<b>74</b>
<b>ANNEX E. YEAR ONE MEL LEARNING ACTIVITY</b>	<b>76</b>
<b>ANNEX F-1. DATA COLLECTION TOOL – SITE SELECTION FORM 1</b>	<b>77</b>
<b>ANNEX F-2. DATA COLLECTION TOOL – SITE SELECTION FORM 2</b>	<b>78</b>
<b>ANNEX F-3. DATA COLLECTION TOOL – GENDER ANALYSIS KII</b>	<b>80</b>

## LIST OF ACRONYMS

AADT	Annual Average Daily Traffic
ADS	Automated Directive System of USAID
BAIDA	Bangladesh Agricultural Infrastructure Development Activity
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning and Adapting
COP	Chief of Party
COR	Contracting Officer's Representatives
DAM	Dhaka Ahsania Mission
DIS	Development Information Solution
DO	Development Objective
DQA	Data Quality Assurance
EG	Economic Growth
EOP	End of Activity
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
GIS	Geographic Information System
GoB	Government of Bangladesh
IDIQ	Indefinite Delivery, Indefinite Quantity
IP	Implementing Partner
IR	Intermediate Result
LGED	Local Government Engineering Department
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MMA	Market Merchant Associations
MMC	Market Management Committee
MOU	Memorandum of Understanding
O&M	Operations and Maintenance
PAE	Pacific Architects and Engineers
PDT	Performance Data Table
PIRS	Performance Indicator Reference Sheets
PMP	Performance Management Plan
PPR	Performance Plan and Report
TBD	To be determined
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank
ZOI	Zone of Influence
ZOR	Zone of Resilience



# I. INTRODUCTION

## 1.1 PURPOSE AND GUIDING PRINCIPLES OF THE MONITORING, EVALUATION, AND LEARNING PLAN

The Feed the Future (FTF) Bangladesh Agricultural Infrastructure Development Activity (Agricultural Infrastructure Activity) Monitoring, Evaluation, and Learning (MEL) Plan is a strategic tool for monitoring the performance of the Agricultural Infrastructure Activity and reporting on the progress made toward the achievement of its targeted results.

The MEL Plan includes the Activity's Theory of Change, results framework with critical assumptions, illustrative interventions, performance indicators with performance indicator reference sheets (PIRS), a performance data table (PDT) that includes baseline and expected values for each activity year, a description of data collection and analysis methods, an evaluation plan, and a performance management task schedule that highlights special studies the Activity will undertake in support of a robust MEL system. The MEL Plan folds into the USAID/Bangladesh Mission Performance Management Plan through the Country Development Cooperation Strategy (CDCS) Results Framework, DO2 "Enhanced Opportunities for an Inclusive, Healthy, Educated Society, and a Robust Economy" and DO3 "Strengthened Resilience to Shocks and Stressors" as described in the USAID/Bangladesh CDCS Results Framework.

The Activity's performance indicators will measure progress towards targeted Intermediate Results (IRs) and sub-IRs in activities informing activity interventions, adjustment decisions, and facilitating the communication of systemic change results to USAID, counterparts, and other stakeholders. This MEL Plan will depend on systematic collection, analysis, and reporting of quantitative and qualitative information throughout the life of the activity. The Activity's MEL Manager will train field-level staff on appropriate best practices in data collection methods and other MEL practices and provide feedback to managers, partners, and field implementers. Where applicable, the Activity's MEL system will calibrate with ongoing USAID FTF activities in Bangladesh that will also strengthen their implementation capacity and widen the learning and sharing culture.

The Agricultural Infrastructure Activity MEL Plan principles are based on USAID's Automated Directives System (ADS) guidance on assessing, learning, and adaptive management. As such, the MEL Plan will assist with the following:

- **A tool for self-assessment:** This MEL Plan enables the Activity and USAID management teams to systematically collect and analyze performance information to track progress toward USAID/Bangladesh's activity objectives and results.
- **Plan early for performance management:** Performance planning is the first step of performance management. Performance planning determines what and how the Activity will work so that both the implementing organization and USAID understand what is expected from the activity and how this will be measured. Performance planning is the starting point for data review of performance measures, data collection within the activity, and adequate planning across technical offices and within the donor community.
- **Alignment with USAID's strategies and processes:** The MEL Plan is aligned with USAID's CDCS.

- **Performance-informed decision-making:** The MEL Plan will inform and influence the Activity's decision-making and resource allocation.
- **Transparency:** USAID will conduct data quality assessments (DQAs) to ensure transparency. USAID and PAE will document known data limitations in the MEL Plan and DQA reports.
- **Gender:** The MEL Plan will capture gender differences amongst the Activity's beneficiaries.
- **Communication:** The MEL Plan is designed to enable the strategic communication of results achieved or not attained to advance organizational learning and tell the Activity's story.
- **Cost-Effectiveness:** When selecting performance indicators, PAE will streamline and minimize the data collection and reporting burden. PAE will strive to only collect data which is useful for decision-making and performance monitoring. The team will review data collection for each indicator with relevant stakeholders. Where applicable, the Activity will use performance measures that align with host-country counterparts and other stakeholders.

The MEL Plan is the Agricultural Infrastructure Activity's guide to assessing the overall progress and impact of the activity. The key objectives of the plan are to:

- Measure the progress and results achieved through the Agricultural Infrastructure Activity.
- Update risks and assumptions during implementation.
- Evaluate what has and has not contributed positively to results.
- Learn and adapt Activity approaches by redirecting resources and modifying activities through Collaborating, Learning and Adapting (CLA) or 'pause and reflect' sessions; and
- Communicate results to USAID and external stakeholders.

The Agricultural Infrastructure Activity's MEL Plan has a total of fifteen indicators. Of this number, eight are output indicators, and seven are outcome indicators. Furthermore, four are standard indicators, and eleven are custom indicators.

## 1.2 AGRICULTURAL INFRASTRUCTURE ACTIVITY BACKGROUND

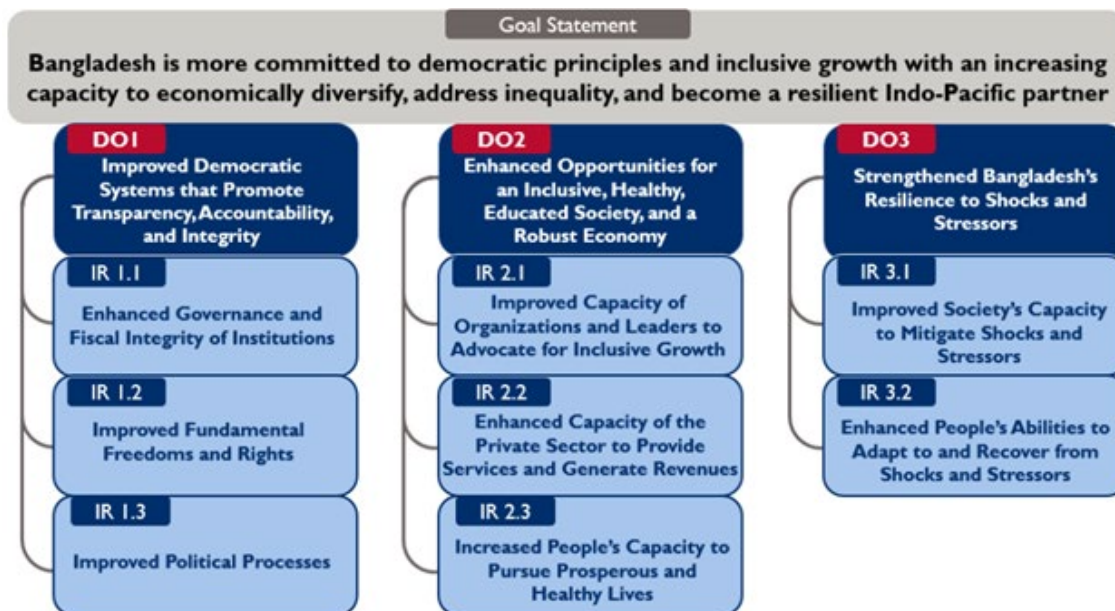
The FTF Bangladesh Agricultural Infrastructure Development Activity is a \$12.7M five-year activity awarded to PAE Government Services Inc. (contact number 72038821C00002) on May 28, 2021, with a completion date of May 27, 2026. This Activity is a follow-on to the seven-year FTF Bangladesh Agricultural Infrastructure Development Program which ended June 30, 2021.

This Activity aims to improve agricultural infrastructure within targeted areas of the FTF Zone of Influence (ZOI) and USAID/Bangladesh Zone of Resilience (ZOR) through collaboration with the Government of Bangladesh's (GoB's) Local Government Engineering Department (LGED). PAE will also build the capacity of market management committees to improve management of rural markets and to leverage private sector resources.

## 1.3 FEED THE FUTURE AGRICULTURAL INFRASTRUCTURE ACTIVITY LINK TO THE USAID/BANGLADESH CDCS

The Agricultural Infrastructure Activity results framework is aligned with the USAID/Bangladesh Country Development and Cooperation Strategy (CDCS) 2020–2025. It directly contributes to DO2 “Enhanced Opportunities for an Inclusive, Healthy, Educated Society, and a Robust Economy,” and DO3 “Strengthened Resilience to Shocks and Stressors” as described in the USAID/Bangladesh CDCS Results Framework.

Figure 1. USAID/Bangladesh CDCS Results Framework



Specifically, under DO2, the Activity cross-cutting and Objective 2 interventions directly contribute to the CDCS IR 2.1 “Improved Capacity of organizations and Leaders to Advocate for Inclusive Growth” and IR 2.2 “Enhanced Capacity of the Private Sector to Provide Services and Generate Revenues,”. Similarly, the Activity interventions under IR 1.1 “Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets” and IR 1.2 “Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability” contribute to the CDCS DO 3.

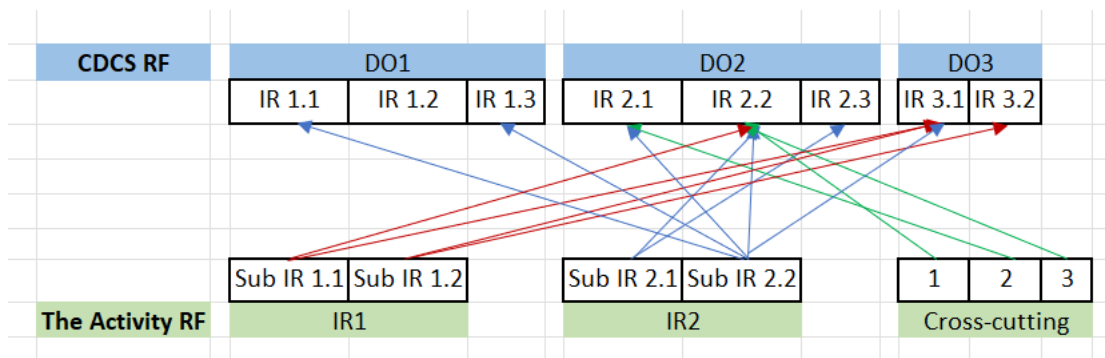
Figure 2. The Agricultural Infrastructure Activity Results Framework

Goal			
Increased availability of quality agricultural produce for domestic, regional, and international markets			
Intermediate Result			
IR 1: Increased access to markets for agricultural produce, inputs and services		IR 2: Enhanced post-harvest handling and storage of agricultural produce	
Sub Intermediate Result (Sub IR)			
Sub IR 1.1: Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets	Sub IR 1.2: Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability	Sub IR 2.1: Increased access to and sanitation conditions for markets, post-harvest handling and storage facilities	Sub IR 2.2: Improved sustainable operation and maintenance of markets and postharvest facilities

Cross-Cutting IRs
<ul style="list-style-type: none"> <li>- Maximize private investment mobilized for sustainable, transparent, and high-quality infrastructure projects as supported by USG assistance</li> <li>- Improved access to markets and postharvest facilities for women, youth and other disadvantaged groups.</li> <li>- Increased engagement with the private sector to ensure operation and maintenance of select infrastructure</li> </ul>

Figure 3 illustrates the mapping between the Activity’s sub intermediate results and the USAID CDCS results framework.

**Figure 3: Mapping of the CDCS Results Framework and the Activity’s Result Framework**



Through IR 1, the Activity is investing in improving rural roads and associated drainage systems as well as improving community capacity to maintain the roads. The improvements to roads and drainage reduce post-harvest losses, enable better transportation conditions during the monsoon season, ensure more agricultural products are available for purchase, and reduce time and cost for transportation, thereby contributing to the CDCS DO3 by strengthening farmers’ resilience to shocks and stressors and indirectly by stabilizing the supply for agricultural goods which impacts the communities which purchase the produce. Additionally, the improvements this represents for farmers or whole sellers who use these farm roads contributes to the CDS IR 2.2.

The Activity’s Sub IR 2.1 through the improvements of markets, will allow improved conditions for sellers and buyers, reduced produce loss, increased income for sellers, reduced food contamination from flooding, and improved attractiveness to potential sellers. All of these will contribute to the CDCS IR 2.2 and 2.3 goals of enhancing the capacity of the private sector to provide services and generate revenue, and of increasing people’s capacity to pursue prosperous and healthy lives.

Furthermore, the Activity’s Sub IR 2.2 will support market actors to operate and sustain market infrastructure improvements. This will take place primarily through capacity building of Market Management Committees, which shall contribute to the CDCS IR 1.1 “enhanced governance and fiscal integrity of institutions,” 1.3 “improved political processes,” and 2.1 “improved capacity of organizations and leaders to advocate for inclusive growth.” This activity, in so far as the improved operation and maintenance of the market will lead to improved sanitation, buyer and seller satisfaction, and increased attendance, will also support CDCS IR 2.3 “increased people’s capacity to pursue prosperous and healthy lives.” Finally, proper maintenance of the drains built to better manage floods will result in an improved ability to adapt to weather related shocks (CDCS IR 3.1).



Finally, the Activity’s cross-cutting intermediate results 1 and 3 will engage the private sector to find mutually beneficial interventions such as operating public toilets in markets, waste management, etc. These are therefore related to CDCS IR 2.2 “enhanced capacity of the private sector to provide services and generate revenue.” The remaining cross-cutting intermediate result will include interventions to increase conditions for women in the markets therefore supporting the CDCS IR 2.1 “improved capacity of organizations and leaders to advocate for inclusive growth.”

## 2. AGRICULTURAL INFRASTRUCTURE ACTIVITY RESULTS FRAMEWORK

### 2.1 THEORY OF CHANGE

The Activity’s theory of change is: “If the Bangladesh Agricultural Infrastructure Development Activity improves road infrastructure between targeted markets and rural communities/agricultural farms, improves market infrastructure, and increases access to sanitary conditions for markets, post-harvest handling, and storage, while at the same time strengthening community capacity to manage and maintain roads and postharvest facilities, then the activity will contribute to increased availability of quality agricultural produce for domestic, regional, and international markets.”

### 2.2 CRITICAL ASSUMPTIONS

The Agricultural Infrastructure Activity will improve rural agricultural infrastructure, make markets more accessible to traders, increase markets' growth, strengthen the supply chain, ensure greater trade efficiency, and bolster economic growth. These goals are ambitious, and the environment is challenging because of entrenched interests of the policymakers, economic fluctuation, uneven government systems and controls, and other factors. As a result, the activity’s success is predicated on the following critical assumptions.

**Table 1. The Activity’s Results Critical Assumptions Monitoring Plan**

GENERAL ASSUMPTIONS	MONITORING
LGED allows the Activity team to engage LGED Upazila engineers as part of PAE’s sub-project identification and for design approval,	Establish a Memorandum of Understanding with LGED to define roles, objectives, and requirements. Monitor LGED engagement support according to the MOU.
Subcontractors will deliver quality deliverables.	Weekly construction report submitted by IPM. MEL will support the activity team in monitoring the quality of all activities performed by subcontractors. Conduct independent random verification of different activities and make the information available for the CLA.
Economic conditions will remain relatively stable with little disruption regarding market forces (e.g., inflation) or access to construction materials.	The Operations Manager (OM) with the help of Infrastructure Program Manager (IPM) will continually monitor pricing information and support the Chief of Party (COP) to make strategic decisions with the team.
Force majeure - No unexpected crises	If any situation arises, the COP will closely monitor the status and initiate discussions with USAID and LGED.
Continued political stability	COP will monitor the situation and keep leadership informed of changes that may impact our activity.
No significant weather events will damage ongoing or completed infrastructure	Standard designs are established based upon LGED practices that include the climate and extreme weather events. PAE will consist of construction subcontractor requirements to prepare a construction site for weather events (e.g., allow for water flow, slope protection, etc.)

## 2.3 MITIGATING RISKS

The table below describes the activity’s risk mitigation strategies. The Compound Risk column represents the likelihood that the risk will occur multiplied by its potential to harm the activity. The Residual Risk column is the risk that remains after putting mitigation strategies in place.

**Table 2. Potential Risks and Mitigation Strategies<sup>1</sup>**

RISK DESCRIPTION	COMPOUND RISK	ACTIVITY MITIGATION STRATEGIES	RESIDUAL RISK
<b>Construction Risks – External</b> Further COVID lockdown (particularly in the operational areas)	High	Include COVID protection requirements with all subcontractors.	High
<b>Environmental/Safety Risks - Internal</b> Unforeseen environmental impact (e.g. impacts to stream movement, roadside slope erosion, contamination of groundwater table by toilet soak wells, excessive dust/smoke)	High	Develop a comprehensive Environmental Mitigation and Monitoring Plan; ensure design teams include environmental mitigation in design activities; appoint a designated environmental compliance lead; include environmental mitigation within construction activities with on-site management.	Moderate
<b>Extreme Weather Event - External</b> Major weather event causes damage to ongoing or completed infrastructure	High	Standard designs are established based upon LGED practices that include climate and extreme weather events. Include construction subcontractor requirements to prepare a construction site for weather events (e.g., allow for water flow, slope protection, etc.)	High
<b>Security risks – External</b> While the landscape seems stable, terrorism dynamics may change and impact the security of international-funded activities. This could affect activity recruiting and retention	Moderate	Develop a comprehensive security management plan. Continually assess political and security risks for Dhaka and elsewhere. maintain the counsel of USAID and U.S. Embassy security personnel	Low

## 2.4 THE AGRICULTURAL INFRASTRUCTURE ACTIVITY RESULTS FRAMEWORK

The activity’s results framework is based on a broad agricultural infrastructure development context. IRs and Sub-IRs are deliberately interconnected and supportive of the activity’s development hypothesis.

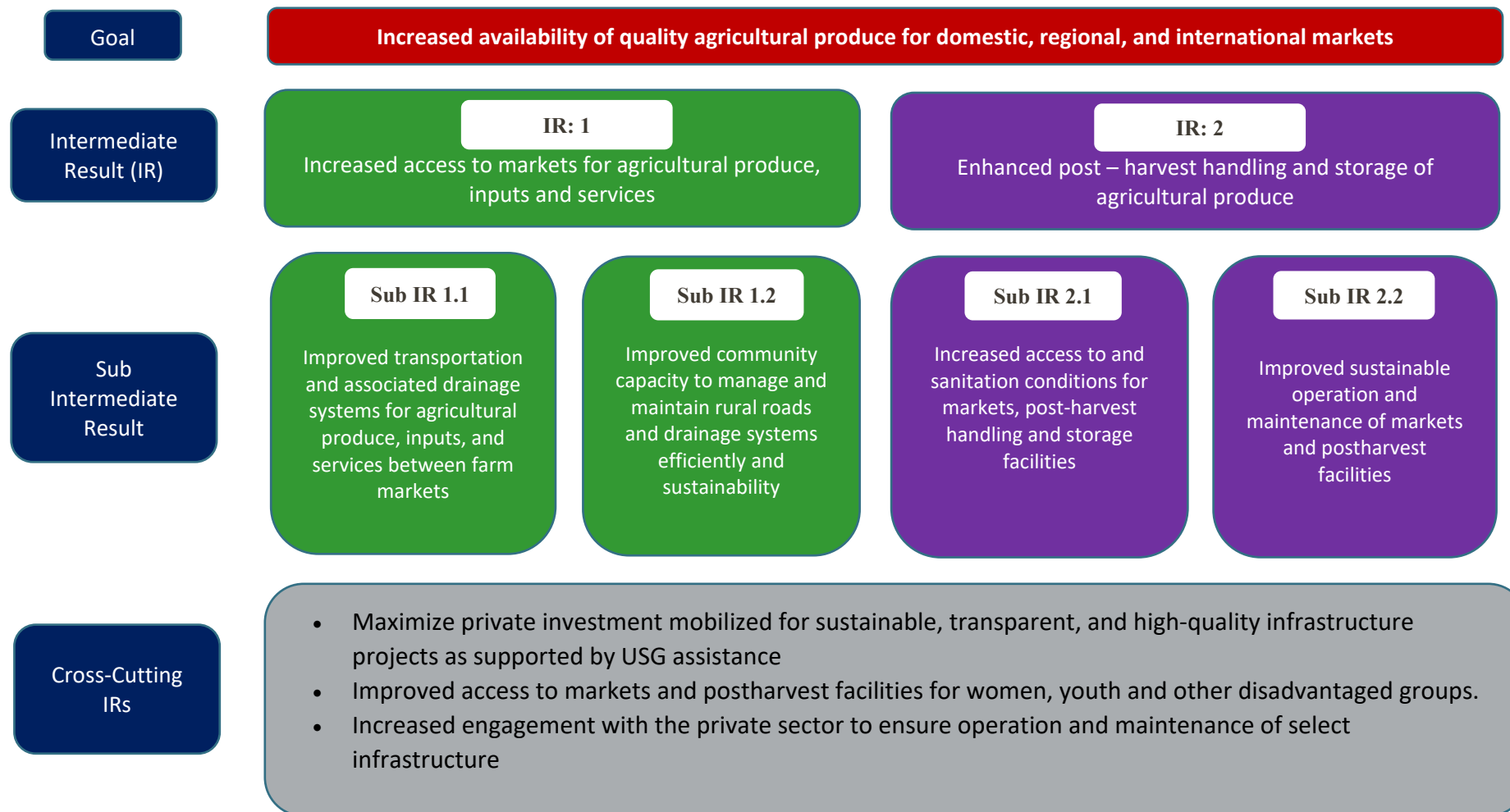
Figure 4 provides a graphic of the Activity Results Framework which consists of two intermediate results aligned to the two types of infrastructure IR 1 – Market Catchment rural Roads and associated drainage systems, and IR 2 – market centers and storage facilities. Each of these IRs has two associated sub-IRs. The first sub-IR is aligned to the construction results (e.g., the quantity and

<sup>1</sup> More detailed activity delivery risks are provided and updated in the Annual Work Plans and Quarterly Reports.

impacts of resultant infrastructure), while the second sub-IR relates to the long-term operations and maintenance of the associated construction.

The cross-cutting IRs respond to the activity requirements to improve engagement with the private sector to support long-term operations and maintenance of selected infrastructure.

Figure 4. Activity Results Framework





## 2.5 ACTIVITY OVERVIEW

### **Intermediate Result 1: Increased access to markets for agricultural produce, inputs and services**

#### ***Sub-Intermediate Result 1.1: Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farms and markets.***

Rural roads are critical for enhancing agricultural revenue, creating job opportunities, and providing rural residents with access to economic and social services. To fully support the rural community's access to markets for agricultural produce, inputs and services, the Activity will pick up where the previous program left off by rehabilitating rural feeder roads, and roadside irrigation channel/cross drain systems. The design will be consistent with the Construction Implementation Plan (CIP), which will assure construction quality while also mitigating construction impacts on the surrounding community and environment.

The activity will adopt a mindful approach to site selection in order to implement sustainable construction, and the procurement team will acquire road design services that based on LGED Standard Designs and fulfill recognized climate risks mitigation measures. The improved transportation and drainage systems will reduce travel time for transporting agricultural commodities to market, reduce the cost of transportation, and increase the volume of agricultural products served by rural roads.

#### ***Sub-Intermediate Result 1.2: Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability***

The Activity will guide the maintenance committee leadership in developing and implementing annual maintenance and repair plans for the roads and drainage. These plans will follow LGED's Rural Roads and Culverts Maintenance Guidelines and reinforce established best practices. As part of the FTF Outreach and Strategic Communications Plan, the Activity will create simple communication methods to inform potential users of roadwork to improve travel times and reduce costs. Additionally, the Activity will initiate a community outreach campaign to link adverse road practices (such as road slope cutting, use of power triller with steel wheel, etc.) to reduced road lifespan.

### **Intermediate Result 2: Enhanced postharvest handling and storage of agricultural produce**

#### ***Sub-Intermediate Result 2.1: Increased access to and sanitation for markets, postharvest handling and storage facilities***

The Activity will rehabilitate and construct agricultural infrastructure such as market centers, collection centers, and storage facilities. The Activity will lead the site selection process, and the design of market and collection centers based on consultations with beneficiaries of USAID-funded FTF activities, and LGED, incorporating inclusive development considerations to enable gender empowerment and accessibility. The Activity design team will engage FTF partners, market management committees (MMCs), private sector market users, and women's groups to ascertain market needs, usage, and potential layouts in order to maximize increased access and use of markets

and collection centers. The Activity will also focus on including sanitary infrastructure such as handwashing stations, washing blocks for cleaning agricultural produce, and latrines as deemed relevant during consultation with the beneficiaries.

**Sub-Intermediate Results 2.2: Improved sustainable operation and maintenance of markets and postharvest facilities**

As with roads, the key to long-term market success is to strengthen the Upazilas' and the MMCs' capacity to operate and maintain constructed facilities. The Activity will focus on capacity building of responsible parties through training and the development of market land use plans.

Additionally, the Activity recognizes that market improvements will be difficult to achieve without increased private sector engagement, which is why the activity will assess the potential for public-private partnerships in the operation and maintenance of facilities. The Activity will plan to ensure there is sufficient revenue generation from the operation of the facilities to cover maintenance, will identify local small enterprises or skilled labor to support responsive and preventative maintenance of the facilities, and will explore public-private partnerships. The Activity's focus on capacity development and increased private sector engagement will help support the sustainable operation and maintenance of the facilities and hence contribute to the enhanced postharvest handling and storage of agricultural produce.

**Cross-cutting IR 1: Maximize private investment mobilized for sustainable, transparent, and high-quality infrastructure projects as supported by USG assistance**

To ensure sustainability, the Activity will engage private sector and FTF stakeholders from the site selection phase onward to ensure the infrastructure prioritization aligns with, and responds to, road and market needs. The Activity will include the potential for private investment and public-private partnership opportunities as a consideration for ranking the priority of infrastructure, ensuring that the most viable programs will be examined. The Activity will engage early and often with the private sector to mobilize private investment to support sustainable, transparent, and high-quality operations of infrastructure.

**Cross-cutting IR 2: Improved access to markets and postharvest facilities for women, youth and other disadvantaged groups**

The Activity will contribute to increase women's, youth's, people with disabilities', and other disadvantaged groups' access to markets and post-harvest facilities by constructing or rehabilitating tailored spaces for their inclusion. The Activity will integrate gender and youth inclusive adaptive learning throughout the activity cycle to reduce barriers to participation and inclusion, and maximize the benefits of project activities for marginalized groups.

**Cross-cutting IR 3: Increased engagement with the private sector to ensure operation and maintenance of select infrastructure**

To ensure long-term sustainability of the work, the Activity will develop a private sector engagement approach. The Activity will use this approach and rely on other FTF investments in the country to

identify opportunities for private sector engagement and public-private partnerships related to the operation and maintenance of the drainage systems, sanitation facilities at markets, etc.

## 2.6 THE AGRICULTURAL INFRASTRUCTURE ACTIVITY IMPLEMENTATION APPROACH

To achieve its goals, the Agricultural Infrastructure Activity will develop rural agriculture-related infrastructure that will facilitate access to markets, enhance postharvest handling, and increase farmland productivity. This will be completed through the following activities.

**2.6.1 Site Selection.** This process will use multi-stakeholder feedback to inform a rating process primarily focused on critical locations where FTF partners are operating, and areas not addressed during the first phase of the activity. Our approach to site selection is three-fold:

- Establish proposed activity clusters to allow the Activity to focus on specific Districts and Upazilas.
- Define key market/collection centers within the sectors and prioritize the market/collection centers using a rubric that considers the trading volume of agriculture goods, the impacts to FTF activities, and other multi-factor considerations tied to MEL indicator results.
- For the top ranked market, define the specific the market/collection center infrastructure needs as well as identify any roads of interest within the market catchments that meet the infrastructure objectives based upon a socio-economic and technical assessment. This process will repeat for the next top ranked market based on funding.

**2.6.2 Design and Construction.** The construction implementation plan and associated sub-plans and handbooks define how the Activity will manage design and construction. PAE will engage a small number of design subcontractors through a design IDIQ process. PAE will provide these design firms with standard drawings and templates that will align with LGED standards and practices. PAE will also have a detailed construction management activity that will include contractor training and construction oversight.

**2.6.3 Private Sector Engagement.** After submitting the Site Selection Plan, PAE will hold a Private Sector Workshop with USAID and FTF partners to build upon lessons learned in order to establish requirements and determine how the Activity can maximize private sector involvement, financing, and beneficiary results. The team will conduct outreach to private sector producers, wholesalers, cooperatives, and financing agencies from the very start of the site selection process to identify potential infrastructure needs, cross-sector partnerships, technical gaps, and financing options. PAE is considering engaging private sector experts to support this activity but will further assess this requirement following communication with FTF partners and the private sector.

**2.6.4 Operations and Maintenance Support.** PAE has established an operation and maintenance (O&M) activity based on established systems and processes. PAE intends to leverage existing LGED and donor activities, and private sector Corporate Social Responsibility (CSR) funding to target improved asset management.

**2.6.5 Collaboration with LGED.** In collaboration with USAID, PAE will establish a memorandum of understanding (MOU) with LGED that defines activity roles/responsibilities and support requirements.

## 2.7 OUTCOME MEASUREMENT STEPS

In order to best measure the outcomes of the Activity, the team will develop MEL Tools for both the sub-project development (site selection, feasibility assessment of the markets) and implementation phases (infrastructure construction, capacity building, private sector engagement). For the purposes of this Activity, a “sub-project” refers to the specific infrastructure site where the Activity is initiating interventions, including construction and capacity building. Table 3 below details the steps taken in each phase to ensure adequate information to measure the outcomes.

**Table 3. Activity Measurement Steps and Tools**

ACTIVITY PHASE	MEL TOOLS / EFFORTS
<b>ORIENTATION AND SUB-PROJECT DEVELOPMENT PHASE</b>	
Activity Strategic Development & Orientation <ul style="list-style-type: none"> <li>Meeting with LGED and FTF IPs</li> </ul>	<ul style="list-style-type: none"> <li>Collect data on existing FTF and donor activities</li> <li>Review secondary data</li> <li>Initiate Geographic Information System (GIS Mapping)</li> </ul>
Site Selection <ul style="list-style-type: none"> <li>Strategy, Site Analysis, and Actor Alignment</li> </ul>	<ul style="list-style-type: none"> <li>Site selection forms</li> <li>Initial data collection</li> <li>Revised GIS Maps</li> </ul>
<b>IMPLEMENTATION PHASE</b>	
Design / Construction <ul style="list-style-type: none"> <li>Design Development and Quality verification</li> </ul>	<ul style="list-style-type: none"> <li>Quality verification checklist</li> <li>Gender consideration/environmental checklist</li> <li>Social alignment/considerations</li> <li>Gender sensitivity training</li> <li>Training evaluation</li> <li>Lessons learned</li> </ul>
Private Sector Engagement <ul style="list-style-type: none"> <li>Activity Design, Incentives, Actor Alignment</li> </ul>	<ul style="list-style-type: none"> <li>Women’s group engagement checklist</li> <li>Checklist for private sector engagement activities</li> <li>Monitoring of the implementation (time/value for money)</li> <li>Lessons learned</li> </ul>
Operations and Maintenance Support <ul style="list-style-type: none"> <li>Strategy, Actor Alignment, Stakeholder Incentives.</li> </ul>	<ul style="list-style-type: none"> <li>Pre-assessment questionnaire/checklist</li> <li>Training evaluation</li> <li>Follow up training checklist</li> <li>Lessons learned</li> </ul>
MMC/MMA Capacity Improvement	<ul style="list-style-type: none"> <li>Training Evaluation form</li> <li>Capacity-building checklist</li> <li>Mentoring and Advising checklist</li> <li>Lessons learned</li> </ul>

## 2.8 SELECTION OF INDICATORS

In collaboration with USAID and Activity staff, the MEL team has developed the Activity’s indicators based upon the Activity results framework and the FTF indicators handbook (2019). The indicators have been selected to ensure that the Bangladesh Infrastructure Activity tracks and achieves its objectives. These indicators provide a comprehensive measurement of the Activity’s effectiveness in meeting targeted results. The table below details the indicators and the rationale for the selection of each indicator.

**Table 4. Proposed indicators and rationale for selection**

SL	NAME	TYPE	RATIONALE	PMP INDICATOR	PPR INDICATOR	CONTRIBUTE DATA TO A PMP INDICATOR
<b>Goal: Increased availability of quality agricultural produce for domestic, regional, and international markets.</b>						
<b>IR 1: Increased access to markets for agricultural produce, inputs, and services</b>						
<b>SUB - IR 1.1: Improved transportation and associated drainage systems of agricultural produce, inputs, and services between farms and markets.</b>						
1	EG. 3.1-1: Kilometers of roads improved or constructed as a result of USG assistance	Output	This indicator is a direct measurement of IR 1.1 output related to the construction/rehabilitation of the road infrastructure, which will improve transportation of agricultural produce, inputs, and services between farms and markets.	No	Yes	No
2	Number of hectares of agriculture catchment area served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated	Output	This indicator is a direct measurement of IR 1.1 output related to the construction/rehabilitation of drainage systems, which will improve transportation of agricultural produce, inputs, and services between farms and markets.	No	No	No
3	Volume of agriculture products served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated	Outcome	The activity's investment in construction/rehabilitation of roads seeks to improve the transportation of agricultural commodities to increase their access to markets. Through this indicator, the activity will be able to track the volume of the products transported via the improved road/drainage infrastructure, demonstrating the outcome of the activity.	No	No	No
4	Reduction in cost for transporting agriculture commodities to market as a result of USG assistance	Outcome	The activity's investment in construction/rehabilitation of roads seeks to improve the transportation of agricultural commodities to increase their access to markets. Cost savings is a widely accepted indicator to measure the impact of rural roads improvement.	No	No	No
<b>SUB - IR 1.2: Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability</b>						



5	Number of participants trained on road and drainage system proper use and maintenance	Output	The activity will provide necessary training and capacity building to the community in order to ensure the sustainable use and maintenance of constructed/rehabilitated roads and drainage systems. This indicator allows the team to assess the activity's reach in that regard.	No	No	No
<b>IR 2: Enhanced postharvest handling and storage of agricultural produce</b>						
<b>Sub - IR 2.1: Increased access to and sanitation conditions for markets, post-harvest handling and storage facilities</b>						
6	Number of market centers and collection centers constructed or rehabilitated as a result of USG assistance	Output	This indicator is a direct measurement of IR 2.1 output through the measurement of the quantity of market centers and collections centers construction/rehabilitation, which will increase access to markets, post-harvest handling and storage facilities.	No	No	No
7	Volume of sales of agriculture commodities at constructed/rehabilitated market and collection centers	Outcome	The activity's investment in construction/rehabilitation of markets and collection centers seeks to increase access to markets, post-harvest handling and storage facilities. Through these indicators, the activity will be able to track the volume and value of the commodities sold in the improved infrastructure, measuring the outcome of the activity.	No	No	No
8	Value of sales of agriculture commodities at constructed/rehabilitated market and collection centers	Outcome		No	No	No
<b>Sub - IR 2.2: Improved sustainable operation and maintenance of markets and postharvest facilities</b>						
9	Number of rehabilitated market centers with effective land use plans	Output	The activity will support the development of effective land use plans for a small number of the markets and collection centers it rehabilitates/constructs on a pilot basis in order to improve the sustainable operation and maintenance of markets and postharvest facilities. These indicators directly measure the output of this activity.	No	No	No
10	Number of newly constructed collection centers with effective land use plans	Output		No	No	No
11	CBLD-9 Percent of USG-assisted organizations with improved performance	Outcome	The activity will support the training and capacity building of MMCs and/or Market Merchant Associations (MMA). The CBLD-9 indicator measures whether USG-funded capacity	Yes	Yes	No

			development efforts have led to improved performance in organizations receiving capacity development support.			
<b>Cross-Cutting IRs</b>						
12	Number of women-friendly sanitation facilities (toilets/space allocation/water supply) constructed or rehabilitated to increase women's participation in the market system	Output	The activity will construct and rehabilitate women-friendly sanitation facilities (toilets/sheds allocation/water supply) with the expectation that women-owned businesses will increase their participation in the market system. This indicator directly measures the output of this activity.	No	No	No
13	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	Outcome	This indicator will allow the activity to measure the impact of new USG commitments in leveraging additional funds from private sector organizations, contributing to increasing the availability of quality agricultural produce for domestic, regional, and international markets.	Yes	Yes	No
14	Number of USG engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective	Output	This is an Agency-wide cross-cutting indicator that applies to all sectors and standardized program areas. This indicator will be used to monitor the implementation of the Activity in line with USAID's Private Sector Engagement (PSE) Policy.	No	No	No
15	Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives	Output	This is an Agency-wide cross-cutting indicator that applies to all sectors and standardized program areas. This indicator will be used to monitor the implementation of the Activity in line with USAID's PSE Policy.	No	No	No
16	EG 3.2 Number of individuals participating in USG food security activities	Output	This indicator is designed to capture the breadth of USAID FTF's food security work through counting the participants of the activity.	No	No	No

### 3. DATA COLLECTION, ANALYSIS, AND REPORTING

The Agricultural Infrastructure Activity’s MEL system will deploy at both the sub-project development (site selection, the feasibility assessment of the markets) and implementation stages (infrastructure construction, capacity building, private sector engagement).

During the activity development phase, specific MEL tools/approaches will be used to evaluate the efficacy and results of the different meetings, transparencies of site selection, quality of data, and analysis methods used for feasibility assessments. The implementation phase will focus on sector-specific systemic change related to design, construction, private sector engagement, operations, maintenance support, capacity building, and Results Framework level indicators. USAID’s data quality standards will guide the activity’s practices through each process.

#### 3.1 DATA COLLECTION, PROCESSING, AND ANALYSIS

##### 3.1.1. DATA COLLECTION, PROCESSING, AND ANALYSIS

The MEL team has developed standardized MEL data collection tools (e.g., site selection forms, training checklists, etc.) to collect the Activity’s performance data efficiently and effectively. Detailed guidelines are available for each data collection tool and consolidated in the MEL operations guideline. This guideline will be updated regularly and remain open to all data collectors as a reference. It will also be used to train the Activity staff in data collection to ensure that those collecting the data understand the steps required and to ensure the highest data quality. The MEL team and the subcontractor are responsible for data collection. Reporting and dissemination will follow USAID requirements and needs.

Table 5 below illustrates the MEL implementation procedure used to collect data and capture lessons learned. The Activity will use this data to effectively refine or redesign the interventions to achieve the overall objectives. Indicator types have diverse sources, instruments, and collection methods, as shown in the table below.

**Table 5. Data Collection Matrix**

DATA SOURCES, INSTRUMENTS, AND DATA COLLECTION BY INDICATOR TYPE				
TYPE	SOURCE	INSTRUMENT	DATA COLLECTION	RESPONSIBLE PARTY
Output	Activity (primary)	Attendance forms, screeners for background, activity checklists	Standardized forms for events like training/workshops, Annual Survey reports Quality assurance immediately after activity	1: COP 2: MEL Manager
Outcome	LGED/GoB data (secondary)	Customized forms for data per indicator definition	Annual collection from LGED/GoB agencies 30 days before Annual Report	1: COP 2: MEL Manager
Impact	Midline or Endline Survey	Questionnaire Site surveys	Annual Survey	1: MEL Manager 2: Gender Specialist

### 3.1.2. CROSS-CUTTING THEMES

The MEL Plan supports the integration of cross-cutting themes (e.g., gender, youth, and people with disabilities) into the Activity’s programming to help promote broader USAID efforts in Bangladesh. The performance indicators list includes indicators explicitly related to these cross-cutting themes. The Agricultural Infrastructure Activity will disaggregate these indicators based on sex, location/region, geographic area, government office, district, types of training etc. in the PIRS and PDT (see Annexes B and C).

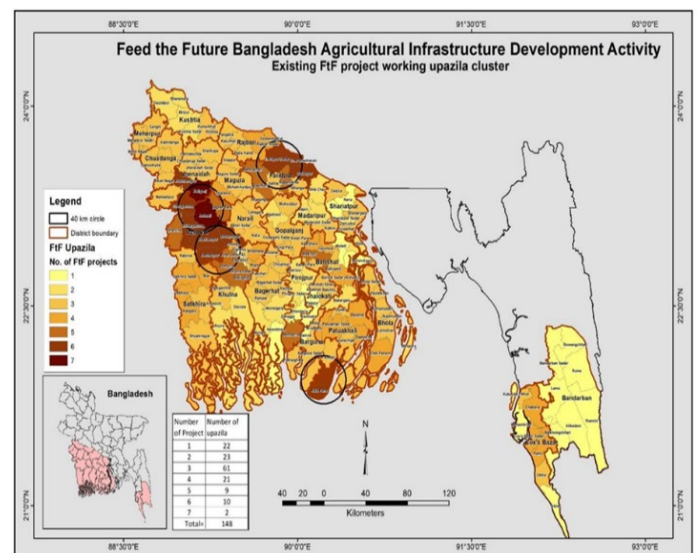
### 3.1.3. DATA REPORTING AND USE

The Activity’s results, challenges, and lessons learned will be documented and shared in a timely and accurate manner through regular quarterly and annual reporting to USAID. MEL data will be presented in tables, graphs, or graphics (such as maps) whenever possible and appropriate, allowing for comprehensive visualization of impacts and trends. Annual and quarterly progress reports will be informed by continuous data collection, appropriate statistical analysis, and input from feedback loops in the implementation process. In addition, the Activity will submit data for the indicators in the Development Information Solution (DIS) per USAID’s reporting schedule.

### 3.1.4. INTEGRATING M&E AND GIS

A GIS Specialist will be engaged on an as-needed basis through DAM. The GIS Specialist will be responsible for developing dynamic GIS maps to support activity delivery (e.g., site selection, design, and construction) and provide MEL Maps in accordance with USAID GIS standards and requirements. GIS data from the Activity will be posted to USAID Bangladesh’s ArcGIS online portal. Information, such as population densities, FTF activities, agriculture data, market center information will be used to support activity decision-making and provide MEL-related reports.

Figure 5. Example of GIS Map for Site Selection



In addition to the MEL-specific data collection to define agriculture improvements, the Agricultural Infrastructure Activity MEL team will create a series of three maps to clearly define activity infrastructure impacts around sub-project catchments as defined in the site selection process and reports.

- A “current” map showing the status of each reported entity (roads, market centers, irrigation points, etc.)
- A map “immediately after the construction” that illustrates the changes due to activity, and
- A “annual/bi-annual map” to show the progress of the construction.

### 3.2 BASELINES, TARGETS, AND ANNUAL SURVEYS

The Activity’s MEL system will collect data from 16 performance indicators. Ten of these indicators are output-oriented and require no formal baseline. The de facto baseline is zero. The remaining six indicators are outcome oriented. The activity will collect baseline data for the outcome indicators. Table 6 shows how different tools will be deployed to collect and collate information at the baseline level of the measurement.

Construction activities will start around the middle of year 2, while the Activity will complete the site selection process in the end of year 2. Thus, data collected in year 2 will be used to set the baseline for the seven outcome indicators mentioned above. The targets will be set based on the work plan and a contractual commitment with USAID.

### 3.3 DATA QUALITY ASSESSMENT

The purpose of a DQA is to review the strengths and weaknesses of the data collected, methodology followed, and tools used to produce high quality data. DQAs are used to help inform decision-makers of the extent to which the data integrity can be trusted to influence activity management decisions.

In addition to the USAID DQA standards, the activity will conduct internal DQAs to verify the accuracy of data collected including methodology followed and tools used for data collection, which is in-built with the MEL system facilitation process. The MEL Manager will periodically evaluate the strength of the data collected and examine the data against the five USAID DQA standards: validity, precision, reliability, integrity, and timeliness. (See Table 7 below) to ensure that data accurately reflects activity performance. In any scenario where data does not fully meet all five criteria, limitations will be documented.

The Agricultural Infrastructure Activity’s quality assurance team will use the USAID DQA data quality standards in the management of data collection and reporting processes as detailed in Table 7 below.

**Table 6. Data Collection Standards**

DATA STANDARD	HOW THE AGRICULTURAL INFRASTRUCTURE ACTIVITY WILL ENSURE THE STANDARD IS MET
<p><b>Validity:</b> Data should clearly and adequately represent the intended result; it should be free from interviewer and transcription biases or non-representative sampling bias.</p>	<p>Primary data will be collected by DAM’s field team through standard formats. MEL team will check data against the work plan for completeness. Disaggregated figures for women and marginalized groups will be backchecked with team members against prior figures and likely change scenarios. COP and MEL Manager will address these directly with source data holders, such as LGED and DAM.</p>
<p><b>Reliability:</b> Data should reflect stable and consistent data collection processes and analysis methods over time.</p>	<p>Data collection will be standardized, and the entire team will be trained in what rigor means for their data. Agricultural Infrastructure Activity’s technical experts will observe data patterns that suggest enumerator inconsistencies. Outliers will be reviewed. Source documents and raw data will be maintained for inspection and re-analysis until the end of the activity.</p>



<p><b>Precision:</b> Data should comprise direct observations rather than proxy measures; standard of error estimates should be provided for proper interpretation.</p>	<p>Precision is an essential factor for Agricultural Infrastructure Activity’s data. MEL Manager will visit site selection, construction process, meetings, training sessions, and workshops to monitor. Data will be protected with parameters to detect and minimize errors. The COP will act as a backstop review of data before quarterly reporting.</p>
<p><b>Integrity:</b> Data should be safeguarded against intentional manipulation and other professional malpractices.</p>	<p>The Agricultural Infrastructure Activity will establish mechanisms to reduce the possibility of data manipulation. Data will be collected in teams, with paper/electronic back-ups, and spot checks will be carried out by the MEL Manager and COP. Raw data will be kept for possible inspection and re-analysis should the need arise. Databases will be secured.</p>
<p><b>Timeliness:</b> current, frequent, and timely enough to influence appropriate decision-making.</p>	<p>Data will be collected frequently: quarterly for some indicators, annually for others, and at the end of each course for training figures.</p>

USAID/Bangladesh will conduct periodic DQAs to ensure that Agricultural Infrastructure Activity performance indicators meet USAID’s data quality standards. DQAs will be completed within six months of MEL Plan approval and at least once every three years. The final schedule will be determined in coordination with the USAID COR and the Agricultural Infrastructure Activity team.

## 4. FEED THE FUTURE AGRICULTURAL INFRASTRUCTURE ACTIVITY MEL ORGANIZATION

The Agricultural Infrastructure Activity's MEL Manager is primarily responsible for all MEL and reporting duties. He will work closely with team members to ensure the timely submission of quarterly and annual activity data. The MEL Manager will be responsible for updating the MEL plan annually. The MEL Manager will provide technical and management support to the COP on MEL issues, develop all indicators and targets, and establish a MEL system that reports on relevant activities. The MEL Manager will also input the information into USAID's DIS. The MEL Manager will maintain and update the MEL database, manage data collection, analyze data, and communicate results. This includes preparing periodic MEL reports for inclusion in the quarterly and annual reports. The MEL Manager will also liaise with the MEL staff of other counterparts and donor activities collaborating with the Agricultural Infrastructure Activity and will contribute to any external evaluations. The MEL Manager will conduct data quality assessments and review consultants' and activity reports and deliverables to ensure compliance with USAID and PAE policies and procedures.

The Activity will collect data via MEL enumerators working for DAM. The subsequent review, analysis, and cleaning of data is the MEL Manager's responsibility. PAE's headquarter team will also be involved in data review prior to reporting to USAID.

## 5. EVALUATION

USAID or its designee will conduct evaluations focused on key implementation issues during the implementation of the Agricultural Infrastructure Activity. Evaluations will be conducted according to ADS 203 and the USAID 2011 Evaluation Policy (updated 2016) and accompanying documents and updates. This may include an impact evaluation as well. The Activity team will fully support external assessments of the activity. The MEL team will respond to data requests and provide all data required for an evaluation. The COP and MEL team will be available to meet with the evaluation team and answer questions ongoing. The activity can also facilitate meetings with key stakeholders for the evaluation team. All activity data will be archived at activity completion, and the PAE home office will be available to respond to data requests if an evaluation is conducted after closeout.

If an external evaluation is not planned, the MEL Manager will conduct a mid-term assessment to generate the data required to make mid-course corrections and increase knowledge and learning. The COP will collaborate with the COR to develop learning questions that the midterm analysis should address based upon USAID's learning questions checklist (helpful, focused, feasible, and inclusive). The MEL Manager will design and evaluate with input and support from the PAE home office, including the dedicated MEL technical expert. The assessment will include collecting, reviewing, and using activity and external data to answer learning questions. The Activity team will present the results to the COR and discuss how to incorporate them into the work plan to ensure activity achieves its intended goals.

## 6. LEARNING

The Agricultural Infrastructure Activity is committed to addressing key learning questions which will generate fundamental knowledge to support the activity by:

- Providing clarity and focus to Activity objectives
- Serving as an early warning system to identify activity design and implementation issues
- Promoting ongoing discussion about the activity's scope and direction
- Supporting with overall management and decision-making

Learning questions are vital to setting the learning and analytical plan and ensuring that the needed data are being collected. The following are some learning questions to consider:

- Why, for example, might activities in one area be working better than another, and what conditions would help the weaker work area succeed?
- Is our activity progressing with an issue, or is it from another donor's work?
- How can public-private dialogues be a more critical part of the policymaking process?
- How can we ensure that formal maintenance training is carried out once we leave trainers to their work?
- How do people in rural communities access and use roads, marketplaces, food storage facilities? How is that usage different for women, youth, and people with disabilities?
- What formal and informal mechanisms/groups exist to allow people to contribute ideas and meaningfully participate in decision-making in the agriculture infrastructure sector?
- What strategies help women and minorities get more involved in agricultural infrastructure?
- What new data are needed to answer our most pressing questions, and how can we get them?
- What is the impact of having access to postharvest handling and storage facilities for the farmers?
- In addressing women's participation in agricultural infrastructure development, what policy strategies can be initiated to ensure continued awareness of this issue and meaningful ways to address it?
- What gaps in knowledge about agricultural infrastructure development are unidentified/unclear for future activities?
- What funding strategies are unexplored for agricultural infrastructure development in Bangladesh?

Figure 5. USAID Learning Framework Diagram



- What is the impact of increased/improved transportation infrastructure for farmers and market users?
- How can we better align infrastructure and O&M training with the needs of rural communities served by these infrastructures?
- In generating reports on infrastructure development, are there any unmet information requirements that might enable policymaking?

The next table presents the Activity's learning agenda matrix.

**Table 7. Learning agenda matrix**

Learning Question	Methodology	Learning Product	Audience	PMP Learning Priority Question**	Contribute to PMP learning Priorities (Yes/No/Not Applicable)
<ul style="list-style-type: none"> <li>Why, for example, might activities in one area be working better than another, and what conditions would help the weaker work area succeed?</li> </ul>	Pause and Reflect exercise; consultation with partners	Report and recommendations for next step	USAID Government Partners Activity	No	No
<ul style="list-style-type: none"> <li>Is our activity progressing with an issue, or is it from another donor’s work?</li> </ul>	Pause and Reflect exercise; consultation with partners	Report and recommendations for next step	USAID Government Other donors Activity	No	No
<ul style="list-style-type: none"> <li>How can public-private dialogues be a more critical part of the policymaking process?</li> </ul>	consultation with partners	Report and recommendations for next step	USAID Government Partners Activity	No	Yes. What gaps and constraints remain in Bangladeshi policy and institutional frameworks that are key to accelerate private sector growth and create an inclusive society and economy?
<ul style="list-style-type: none"> <li>How can we ensure that formal maintenance training is carried out once we leave trainers to their work?</li> </ul>	consultation with partners	Report and recommendations for next step	USAID Government Activity	No	No
<ul style="list-style-type: none"> <li>How do people in rural communities access and use roads, marketplaces, food storage facilities? How is that usage different for</li> </ul>	Focus groups and interviews	Report and recommendations for next step	USAID Government Partners Activity	No	Yes. How well have we removed barriers for the people to access quality services, pursue healthy and prosperous lives, and ensure EG?

Learning Question	Methodology	Learning Product	Audience	PMP Learning Priority Question**	Contribute to PMP learning Priorities (Yes/No/Not Applicable)
women, youth, and people with disabilities?					
<ul style="list-style-type: none"> <li>What formal and informal mechanisms/groups exist to allow people to contribute ideas and meaningfully participate in decision-making in the agriculture infrastructure sector?</li> </ul>	Pause and Reflect exercise	Report and recommendations for next step	USAID Government Partners Activity	No	
<ul style="list-style-type: none"> <li>What strategies help women and minorities get more involved in agricultural infrastructure?</li> </ul>	Pause and Reflect exercise;	Report and recommendations for next step	USAID Government Partners Activity	No	Yes. What are the pressing challenges in ensuring women and youth's active participation in development programs? What are the hindrances for women and youth to reap benefits from development programs?
<ul style="list-style-type: none"> <li>What new data are needed to answer our most pressing questions, and how can we get them?</li> </ul>	Pause and Reflect exercise	Report and recommendations for next step	USAID Government Activity	No	No
<ul style="list-style-type: none"> <li>What is the impact of having access to postharvest handling and storage facilities for the farmers?</li> </ul>	Pause and Reflect exercise; focus groups and interviews	Report and recommendations for next step	USAID Government Partners Activity	No	No
<ul style="list-style-type: none"> <li>In addressing women's participation in agricultural infrastructure development, what policy strategies can be initiated to</li> </ul>	Pause and Reflect exercise; consultation with	Report and recommendations for next step	USAID	No	Yes. What are the pressing challenges in ensuring women and youth's active participation in



Learning Question	Methodology	Learning Product	Audience	PMP Learning Priority Question**	Contribute to PMP learning Priorities (Yes/No/Not Applicable)
ensure continued awareness of this issue and meaningful ways to address it?	female beneficiaries		Government Partners Activity		development programs? What are the hindrances for women and youth to reap benefits from development programs?
● What gaps in knowledge about agricultural infrastructure development are unidentified/unclear for future activities?	Pause and Reflect exercise	Report and recommendations for next step	USAID Government Activity	No	No
● What funding strategies are unexplored for agricultural infrastructure development in Bangladesh?	Pause and Reflect exercise; consultation with partners	Report and recommendations for next step	USAID Government Activity	No	No
● What is the impact of increased/improved transportation infrastructure for farmers and market users?	Pause and Reflect exercise; focus groups and interviews	Report and recommendations for next step	USAID Government Activity	No	No
● How can we better align infrastructure and O&M training with the needs of rural communities served by these infrastructures?	Consultation with partners	Report and recommendations for next step	USAID Government Activity	No	No
● In generating reports on infrastructure development, are there any unmet information requirements that might enable policymaking?	Pause and Reflect exercise; consultation with stakeholders	Report and recommendations for next step	USAID Government Activity	No	No

\*\* Ref: USAID PMP indicators selected from 2022-2026 USAID Agency Learning Agenda Questions

To accomplish this, the Activity will arrange quarterly “pause and reflect” sessions involving the team members, its partners, and its stakeholders. The sessions will scrutinize activity and contextual data to make appropriate interpretations that can help the activity adapt and grow. The Activity will bring in partners to add their experiences for sessions where they can be upfront about how the activity is advancing, put forward their priority demands, and critique evidence in use.

Learning objectives and questions like these will be reviewed with the appropriate stakeholders for each IR, refined and aligned with the analyses and assessments planned by the activity. The information from the analyses and assessments will be combined with quarterly indicator data and qualitative reports at regular team meetings to analyze progress made under each IR. As questions are resolved and improvement observed, new areas of inquiry will be generated and added to the learning agenda.

### **6.1 BENEFICIARY FEEDBACK**

The Agricultural Infrastructural Activity will consult the beneficiaries at every stage of the infrastructure planning and construction, or rehabilitation to incorporate their feedback as required by the USAID ADS 201. The Activity will create buy-in from the community, particularly the farmers for Market Catchment Road improvement, prior to starting any work.

The Activity will select intervention areas through Market Prioritization Surveys where the Activity will consult with the community, sellers, buyers, MMCs, MMAs, and other stakeholders such as local government institutions, administrations, and departments. Once the market is selected from the prioritization survey, the Activity will develop infrastructure proposals based on assessed needs. The team will then discuss the proposed interventions with the potential beneficiaries to ensure the interventions are well tailored to the needs previously expressed. The Activity partner DAM will conduct several key informant interviews, focus group discussions, and community meetings to collect beneficiary data.

Moreover, the Agricultural Infrastructural Activity will build on the existing knowledge and resource base of the FTF partners for site selection, including relying on previously collected beneficiary feedback. Additionally, the Activity will purposefully engage women at markets to ensure their perspectives and needs are properly considered and addressed.

## ANNEX A. LIST OF PERFORMANCE INDICATORS

#	INDICATOR NAME	TYPE	Remarks
<b>Goal: Increased availability of quality agricultural produce for domestic, regional, and international markets.</b>			
<b>Objective 1: Increased access to markets for agricultural produce, inputs, and services</b>			
IR 1.1: Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets			
1	EG. 3.1-1: Kilometers of roads improved or constructed as a result of USG assistance	Output	Standard Indicator
2	Number of hectares of agriculture catchment area served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated	Output	Custom Indicator
3	Volume of agriculture products served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated	Outcome	Custom Indicator
4	Reduction in cost for transporting agriculture commodities to market as a result of USG assistance	Outcome	Custom Indicator
IR 1.2: Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability			
5	Number participants trained on road and drainage system proper use and maintenance	Output	Custom Indicator
<b>Objective 2: Enhanced postharvest handling and storage of agricultural produce</b>			
IR 2.1: Increased access to, and sanitation conditions for, markets, post-harvest handling and storage facilities			
6	Number of market centers and collection centers constructed or rehabilitated as a result of USG assistance	Output	Custom Indicator
7	Volume of sales of agriculture commodities at constructed/rehabilitated market and collection centers	Outcome	Custom Indicator
8	Value of sales of agriculture commodities at constructed/rehabilitated market and collection centers	Outcome	Custom Indicator
IR 2.2: Improved sustainable operation and maintenance of markets and postharvest facilities			
9	Number of rehabilitated market centers with effective land use plans	Output	Custom Indicator
10	Number of newly constructed collection centers with effective land use plans	Output	Custom Indicator
11	CBLD-9 Percent of USG-assisted organizations with improved performance	Outcome	Standard Indicator
<b>Cross-Cutting Indicators</b>			

12	Number of women-friendly sanitation facilities (toilets/space allocation/water supply) constructed or rehabilitated to increase women's participation in the market system	Output	Custom Indicator
13	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	Outcome	Standard Indicator
14	Number of USG engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective	Output	Custom Indicator
15	Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives	Output	Custom Indicator
16	EG 3-2 Number of individuals participating in USG food security programs	Output	Standard Indicator

## ANNEX B. PERFORMANCE INDICATOR REFERENCE SHEETS

<b>USAID Performance Indicator Reference Sheet: PIRS-01</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 1 - Increased access to markets for agricultural produce, inputs, and services
<b>Sub-IR:</b> 1.1 - Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets
<b>Name of Indicator:</b> EG. 3.1-1: Kilometers of roads improved or constructed as a result of USG assistance
<b>Classification:</b> Standard Indicator
<b>PPR Indicator:</b> Yes
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b></p> <p>A road opens transport from rural spaces where rural-based production activities, such as agriculture, are taking place and connects, either directly or indirectly, with population centers and market activity. A road “improvement” indicates that the U.S. Government intervention significantly improved the ease of commercial transport along that road, while “constructed” refers to a new road. To count, a road need not be paved with cement or asphalt but should significantly facilitate the transport of goods compared to the previous situation without the road or without the road improvement. The Activity will only count those roads improved or constructed during the reporting year.</p> <p><b>Specific Definition:</b></p> <p>The Agricultural infrastructure Activity will support improving rural feeder roads (Upazila, union, and village roads) essential in connecting value chain commodity production hubs to market and collecting locations. This Activity will improve or construct roads within the FTF Zone of Influence and USAID/Bangladesh Zone of Resilience as approved after a site selection exercise by USAID</p> <p>Road improvements shall consist of paving and upgrading earthen roads or rehabilitation of previously paved roads requiring traffic signage and marking. A road that has been "improved" means the activity considerably increased the ease of commercial transportation along that road, whereas a road that has been "constructed" suggests that a new road has been built. A road does not have to be paved with cement or asphalt to be counted. All work must be in accordance with USAID and GoB environmental and social safeguards requirements and be contained within the road alignment of the existing road to minimize environmental impact and land tenure issues. All road improvement work must be done on the land owned by the GoB and existing alignment.</p> <p>By “as a result of USG assistance”, the Activity includes the improvement or construction, defined above, resulting from the following actions undertaken with project funds:</p> <ul style="list-style-type: none"> <li>(i) Site selection and feasibility reports</li> <li>(ii) Design services in conformity with LGED standards</li> <li>(iii) Construction tendering</li> </ul>

(iv) Quality control of final work							
<b>Unit of Measure:</b> Kilometer (integer)							
<b>Disaggregated by:</b> Construction type: Improved/Constructed							
<b>Justification &amp; Management Utility:</b> One of the major tasks of the Agricultural Infrastructure Activity is to support improving rural feeder roads, which are essential in connecting value chain commodity production hubs to market and collecting locations. Through this indicator, the Activity will be able to quantify its impact through counting the kilometers of roads improved through activity support.							
<b>PLAN FOR DATA COLLECTION</b>							
<b>Data Collection Method:</b> Secondary checklist; direct observation at time of construction/improvement							
<b>Data Source:</b> Field office, Activity records							
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually reported							
<b>Estimated Cost of Data Acquisition:</b> Normal Operational Costs for M&E							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually, starting from the project Year 2							
<b>Known Data Limitations and Significance (if any):</b> There might have marginal data error occurred in case of secondary data collection							
<b>Actions Taken or Planned to Address Data Limitations:</b> The field team who will fill out the secondary checklist will be trained to avoid erroneous data reporting.							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donors, stakeholders and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets by the middle of Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
EG.3.1-1 Kilometers of roads improved or constructed as a result of USG assistance.	0	0	0	1.6	TBD	TBD	TBD
Actual							
<b>THIS SHEET WAS LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-02</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 1 - Increased access to markets for agricultural produce, inputs, and services
<b>Sub-IR:</b> 1.1 - Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets
<b>Name of Indicator:</b> Number of hectares of agriculture catchment area served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b> This indicator measures the number of hectares of agricultural land served by new irrigation or drainage services constructed or rehabilitated with USG funding during the reporting year.</p> <p>This indicator will include all land within the service area of the new or improved/rehabilitated irrigation/ drainage system regardless of whether they are under production during the reporting year.</p> <p><b>Specific Definition:</b></p> <p>The Agricultural Infrastructure Activity will support the improvement of rural roads and some associated roadside irrigation channel/cross drain systems. Roadside irrigation channel/cross drain systems shall be improved in consultation with the LGED to improve publicly owned irrigation canals and drainage systems that serve multiple farms and optimize the utilization of surface water resources to increase productivity. The publicly owned irrigation canals and drainage systems that serve multiple farms and optimize the utilization of surface water resources shall impact the water flow and removal of water from farmland. “Rehabilitated” signifies that the activity improved or repaired infrastructure such that it functions more efficiently than before in terms of water flow management. Whereas “constructed” refers to the activity building new roadside irrigation channels and cross drainage systems.</p>
<b>Unit of Measure:</b> Number (Integer)
<b>Disaggregated by:</b> Type of infrastructure: Irrigation/Drainage
<b>Justification &amp; Management Utility:</b> The Agricultural Infrastructure Activity will support improving rural feeder roads and the associated roadside irrigation channel/cross drain systems, which are essential to increasing agricultural productivity. Through this indicator, the Activity will be able to count the hectares of agriculture catchment area served by the irrigation channels/cross drain systems constructed or rehabilitated by the activity.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Secondary checklist; direct observation
<b>Data Source:</b> Field office, Activity records, GIS Mapping, LGED records
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually



<b>Estimated Cost of Data Acquisition:</b> Normal operational costs for M&E							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually, starting from Year 2.							
<b>Known Data Limitations and Significance (if any):</b> Estimation error - there is a small chance of over or under-estimating the area covered by the improvements to the drainage system							
<b>Actions Taken or Planned to Address Data Limitations:</b> During the estimation, efforts will be made to procure most accurate land records data as well as reconfirm the data through the use of triangulation with other sources and the use of GIS mapping data.							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and present the data to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders, and internal use.							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>
Number of hectares agriculture catchment area served by the rural roads and roadside irrigation channel /cross drain systems constructed/rehabilitated	0	0	0	TBD	TBD	TBD	TBD
Actual							
<b>THIS SHEET WAS LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-03</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 1 - Increased access to markets for agricultural produce, inputs, and services
<b>Sub-IR:</b> 1.1 - Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets
<b>Name of Indicator:</b> Volume of agriculture products served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> The 'volume' will measure agricultural products in metric tons. Since it is difficult to measure the volume of agricultural products transiting via rural roads, the Activity will base estimates of volume on self-reported data from farmers identified via GIS mapping to be within the zone which entails using the reconstructed/rehabilitated road in order to reach the nearest market/post-harvest facility.
<b>Unit of Measure:</b> Metric Ton
<b>Disaggregated by:</b> N/A
<b>Justification &amp; Management Utility:</b> The Activity's investment in construction/rehabilitation of roads seeks to improve the transportation of agricultural commodities to increase farmers' access to markets. Through this indicator, the Activity will be able to track the volume of the products impacted by the work of this activity, reflecting the scale of the impact.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Interviews based on GIS mapping
<b>Data Source:</b> Interview of identified farmers
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually
<b>Estimated Cost of Data Acquisition:</b> Minimal additional cost for data collection from farmers using surveyors and GIS mapping
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> Annually, starting from Year 2.
<b>Known Data Limitations and Significance (if any):</b> Given that the data will be based on self-reports, there can be errors of over-/under-estimation of the amount of produce transported via the roads
<b>Actions Taken or Planned to Address Data Limitations:</b> We will triangulate data with expected output size of production based on farm size from GIS data.

PLAN FOR DATA ANALYSIS, REVIEW & REPORTING							
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders, and internal use							
<b>Reporting of Data:</b> Annual Report							
OTHER NOTES							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets by the middle of Year 2, after completion of the site selection process.							
PERFORMANCE INDICATOR VALUES							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Volume of agriculture products served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated.	0	0	0	TBD	TBD	TBD	TBD
	Actual						
THIS SHEET LAST UPDATED ON: 9/19/2022							

<b>USAID Performance Indicator Reference Sheet: PIRS-04</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 1 - Increased access to markets for agricultural produce, inputs, and services
<b>Sub-IR:</b> 1.1 - Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets
<b>Name of Indicator:</b> Reduction in cost for transporting agriculture commodities to market as a result of USG assistance.
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b></p> <p>The Agricultural Infrastructure Activity will support improving rural feeder roads (Upazila, union, and village roads) essential in connecting value chain commodity production hubs to market and collecting locations. Road improvements shall consist of paving and upgrading earthen roads or rehabilitation of previously paved roads requiring traffic signage and marking. This Activity will impact the cost of transporting agricultural commodities to market centers.</p> <p><b>Specific Definition:</b></p> <p>This indicator will estimate the average travel cost before and after project implementation through a representative sample of beneficiaries.</p> <p>“Cost” will be defined as direct travel expense and estimated travel time unit cost. After site selection, the Activity will establish appropriate travel time unit cost values (BDT/USD per minute or BDT/USD per hour) for each trip category. The Activity will collect and calculate data for different time periods, such as different times of day (peak and off-peak) and different days of the week (Hat and non-hat day).</p> <p>“Transporting agricultural commodities” indicates mainly horticulture and cash crops transport.</p> <p>By “as a result of USG assistance”, the activity includes the improvement or construction of roads resulting from the following actions undertaken with project funds:</p> <ul style="list-style-type: none"> <li>(i) Site selection and feasibility reports</li> <li>(ii) Design services in conformity with LGED standards</li> <li>(iii) Construction tendering</li> <li>(iv) Quality control of final work</li> </ul> <p>The Activity will collect data on travel time at approximately the same time of year so as to reduce the seasonality impact on the result.</p>
<b>Unit of Measure:</b> BDT/USD (Integer)
<b>Disaggregated by:</b> Time of day (peak, off peak); Time of week (hat versus non-hat)

<b>Justification &amp; Management Utility:</b> This indicator is a widely acceptable indicator for a rural infrastructure development activity developed by the World Bank. This indicator will identify the cost savings for beneficiaries resulting from the Activity's rehabilitation/construction of roads.							
<b>PLAN FOR DATA COLLECTION</b>							
<b>Data Collection Method:</b> Sample survey; interviews and focus groups							
<b>Data Source:</b> Sample survey of activity beneficiaries, activity or association records, reports from activity partners, farm records; interviews and focus groups							
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually							
<b>Estimated Cost of Data Acquisition:</b> Normal operational costs for M&E							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually starting in Year 2							
<b>Known Data Limitations and Significance (if any):</b> Sampling and estimation error; perception errors in self-reported data							
<b>Actions Taken or Planned to Address Data Limitations:</b> During the sample size determination, the Activity will follow scientific sampling method to minimize the level of error.							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> The survey data will be analyzed through different analytical tools and presented in graphical forms to the stakeholders. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets by the middle of Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Reduction in cost for transporting agriculture commodities to market as a result of USG assistance	0	0	0	TBD	TBD	TBD	TBD
	Actual						
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-05</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 1 - Increased access to markets for agricultural produce, inputs, and services
<b>Sub-IR:</b> 1.2 - Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability
<b>Name of Indicator:</b> Number of participants trained on road and drainage system proper use and maintenance
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b> The Agricultural Infrastructure Activity will organize several trainings for the community, civil society, and management committees on rural roads, irrigation, drainage and culverts maintenance guidelines, and on annual average daily traffic (AADT) and roughness data use. The indicator will count participants attending the trainings on the above-listed topics.</p> <p>All tasks required to maintain a road operational indefinitely are included in maintenance and will be covered in the trainings. The following are the two most widely acknowledged maintenance categories:</p> <ul style="list-style-type: none"> <li>• On a cyclic and reactive basis, <b>routine maintenance</b> includes repairing drainage, patching potholes and cracks, and preserving pavement edges.</li> <li>• <b>Periodic Maintenance</b> is carried out on a regular basis and is separated into two sub-categories: <ol style="list-style-type: none"> <li>1. Resealing - a thin film of surfacing is applied to the road surface every 3–5 years to revitalize it.</li> <li>2. Overlaying – every 8–12 years, a thick layer of surfacing is applied to increase structural integrity and restore smoothness and durability.</li> </ol> </li> </ul>
<b>Unit of Measure:</b> Number
<b>Disaggregated by:</b> Sex; Affiliation (private sector, LGED, etc.)
<b>Justification &amp; Management Utility:</b> The Activity aims to maximize the sustainability of road infrastructure by building the community's capacity to maintain the existing road network. Understanding the activity's reach and the breakdown of participating individuals by affiliation and sex will inform the Activity team about the impact and sustainability of the activity objectives.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Primary Data – Training Attendance
<b>Data Source:</b> Activity records, Training attendance
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Quarterly
<b>Estimated Cost of Data Acquisition:</b> No additional costs
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR

DATA QUALITY ISSUES							
Dates of Data Quality Assessments: Annually from Year 2							
Known Data Limitations and Significance (if any): N/A							
Actions Taken or Planned to Address Data Limitations: N/A							
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING							
Data Analysis and Presentation: Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
Data Use: Meeting reporting requirements to respond to donor, stakeholders and internal use							
Reporting of Data: Quarterly/Annual Report							
OTHER NOTES							
Notes on Baselines/Targets: N/A							
PERFORMANCE INDICATOR VALUES							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Number of participants trained on road and drainage system proper use and maintenance	0	0	0	15	20	15	50
	Actual						
THIS SHEET LAST UPDATED ON: 9/19/2022							



<b>USAID Performance Indicator Reference Sheet: PIRS-06</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 2 - Enhanced postharvest handling and storage of agricultural produce
<b>Sub-IR:</b> 2.1 - Increased access to and sanitation conditions for markets, post-harvest handling and storage facilities
<b>Name of Indicator:</b> Number of market centers and collection centers constructed or rehabilitated as a result of USG assistance
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b> The Activity will support the construction or rehabilitation of rural market centers and collection centers to contribute to enhancing postharvest handling and storage of agricultural produce. A market or collection center “improvement” indicates that the U.S. Government intervention significantly improved the condition of the center, while “constructed” refers to a new center. The Activity will only count centers constructed/rehabilitated during the reporting year.</p> <p><b>Specific Definition:</b></p> <p>The Agricultural infrastructure Activity will improve or construct market centers or collection centers within the FTF Zone of Influence and USAID/Bangladesh Zone of Resilience as approved after a site selection exercise by USAID and LGED.</p> <p>By “as a result of USG assistance”, the activity includes the improvement or construction, defined above, resulting from the following actions undertaken with project funds:</p> <ul style="list-style-type: none"> <li>(i) Site selection and feasibility reports</li> <li>(ii) Design services in conformity with LGED standards</li> <li>(iii) Construction tendering</li> <li>(iv) Quality control of final work</li> </ul>
<b>Unit of Measure:</b> Number
<b>Disaggregated by:</b> Construction type: Improved/Constructed
<b>Justification &amp; Management Utility:</b> One of the major tasks of the Agricultural Infrastructure Activity is to support improving market and collection centers, which are essential to enhancing postharvest handling and storage of agricultural produce. Through this indicator, the Activity will be able to quantify its impact through counting the market or collection centers improved through activity support.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Primary data derived from activity records, physical monitoring
<b>Data Source:</b> Activity records, Annual Monitoring Checklist

<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Quarterly							
<b>Estimated Cost of Data Acquisition:</b> None							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually from year 2							
<b>Known Data Limitations and Significance (if any):</b> N/A							
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Quarterly/Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>
Number of market centers and collection centers constructed or rehabilitated as a result of USG assistance.	0	0	0	3	TBD	TBD	TBD
	Actual						
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-07</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 2 - Enhanced postharvest handling and storage of agricultural produce
<b>Sub-IR:</b> 2.1 - Increased access to and sanitation conditions for markets, post-harvest handling and storage facilities
<b>Name of Indicator:</b> Volume of sales of agriculture commodities at constructed/rehabilitated market and collection centers
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> The 'volume' will measure agricultural products in metric tons. Since it is difficult to measure the volume of agricultural products in rural markets, the Activity will base estimates of volume on the records maintained by the agriculture centers. We will also use qualitative data from self-reports by vendors at the markets.
<b>Unit of Measure:</b> Metric Ton
<b>Disaggregated by:</b> Facility type: market center/collection center
<b>Justification &amp; Management Utility:</b> The increased volume of agricultural commodity sales will indicate the success of the improvement of market and collection centers. Through this indicator, the Activity will be able to track the volume of the commodities sold in the improved infrastructure, measuring the outcome of the activity.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Quantitative data to be derived through interviews and focus group discussion with the vendors/partners; agriculture centers record review
<b>Data Source:</b> Interview questionnaires, and focus group discussion checklist, activity or center/association records, reports from activity partners
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually
<b>Estimated Cost of Data Acquisition:</b> Minimal additional cost for data collection from centers
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> TBD
<b>Known Data Limitations and Significance (if any):</b> Given that the data will be based on self-reports, there can be errors of over-/under-estimation of the amount of produce sold in the agriculture centers
<b>Actions Taken or Planned to Address Data Limitations:</b> We will triangulate self-reported data with that of the centers and the LGED to get better estimates. We will also use direct observation of market centers.
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>

<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Volume of sales of agriculture commodities at constructed/rehabilitated market and collection	0	0	0	TBD	TBD	TBD	TBD
Actual							
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-08</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 2 - Enhanced postharvest handling and storage of agricultural produce
<b>Sub-IR:</b> 2.1 - Increased access to and sanitation conditions for markets, post-harvest handling and storage facilities
<b>Name of Indicator:</b> Value of sales of agriculture commodities at constructed/rehabilitated market and collection centers
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> The Activity will support the construction or rehabilitation of rural market centers and collection centers to contribute to enhancing postharvest handling and storage of agricultural produce. The 'value' of sales will be measured in BDT and USD. The value will be calculated from average sales price for individual agricultural commodities.
<b>Unit of Measure:</b> BDT/USD
<b>Disaggregated by:</b> Facility type: market center/collection center
<b>Justification &amp; Management Utility:</b> The increased value of agricultural commodity sales will indicate the success of the improvement of market and collection centers. Through this indicator, the Activity will be able to track the value of the commodities sold in the improved infrastructure, measuring the outcome of the activity.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Interviews and focus groups; center records
<b>Data Source:</b> Interviews and focus groups with farmers and center owners, activity or center/association records, reports from activity partners
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annual
<b>Estimated Cost of Data Acquisition:</b> Minimal additional cost for data collection from centers
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> Annually from year 2
<b>Known Data Limitations and Significance (if any):</b> There are seasonality effect on the price of the agricultural commodities.
<b>Actions Taken or Planned to Address Data Limitations:</b> The Activity will consult with the center leaders and widen the breadth of data collection to minimize seasonality effect.
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>

<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Value of sales of agriculture commodities at constructed/rehabilitated market and collection centers	0	0	0	TBD	TBD	TBD	TBD
Actual							
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-9</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 2 - Enhanced postharvest handling and storage of agricultural produce
<b>Sub-IR:</b> 2.2 - Improved sustainable operation and maintenance of markets and postharvest facilities
<b>Name of Indicator:</b> Number of rehabilitated market centers with effective land use plans
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> The Activity will support the construction or rehabilitation of rural market centers and collection centers to contribute to enhancing postharvest handling and storage of agricultural produce. In order to ensure improved operation and maintenance of markets and post-harvest facilities, the Activity will aid in the development of land use plans for each rehabilitated market center. An effective land use plan balances economic, social, and environmental values by allocating land to varied purposes across a landscape.
<b>Unit of Measure:</b> Number
<b>Disaggregated by:</b> NA
<b>Justification &amp; Management Utility:</b> This is a performance indicator which will directly measure the output of the activity by counting the number of plans set up to contribute to sustainable operation and maintenance of the rehabilitated market centers.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Primary data to be derived from activity records, Regular monitoring visits
<b>Data Source:</b> Activity records, Monitoring Checklist
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually
<b>Estimated Cost of Data Acquisition:</b> None
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> Annually from year 2
<b>Known Data Limitations and Significance (if any):</b> N/A
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use



<b>Reporting of Data: Annual Report</b>							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Number of rehabilitated market centers with effective market land use plans	0	0	0		1	0	2
	Actual						
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-10</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 2 - Enhanced postharvest handling and storage of agricultural produce
<b>Sub-IR:</b> 2.2 - Improved sustainable operation and maintenance of markets and postharvest facilities
<b>Name of Indicator:</b> Number of newly constructed collection centers with effective land use plans
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> The Activity will support the construction or rehabilitation of rural market centers and collection centers to contribute to enhancing postharvest handling and storage of agricultural produce. In order to ensure improved operation and maintenance of markets and post-harvest facilities, the Activity will aid in the development of land use plans for each newly constructed collection center. An effective land use plan balances economic, social, and environmental values by allocating land to varied purposes across a landscape.
<b>Unit of Measure:</b> Number
<b>Disaggregated by:</b> N/A
<b>Justification &amp; Management Utility:</b> This is a performance indicator which will directly measure the output of the activity by counting the number of plans set up to contribute to sustainable operation and maintenance of the constructed collection centers.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Primary data to be derived from activity records, Regular Monitoring visits
<b>Data Source:</b> Activity records, Monitoring Checklist
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annual
<b>Estimated Cost of Data Acquisition:</b> None
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> Annually from year 2
<b>Known Data Limitations and Significance (if any):</b> NA
<b>Actions Taken or Planned to Address Data Limitations:</b> NA
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use

<b>Reporting of Data: Annual Report</b>							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>
Number of newly constructed collection centers with effective market land use plans	0	0	0	0	1	0	1
	Actual						
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-11</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> 2 - Enhanced postharvest handling and storage of agricultural produce
<b>Sub-IR:</b> 2.2 - Improved sustainable operation and maintenance of markets and postharvest facilities
<b>Name of Indicator:</b> CBLD-9 Percent of USG-assisted organizations with improved performance.
<b>Classification:</b> Standard Indicator
<b>PPR Indicator:</b> Yes
<b>PMP Indicator:</b> Yes
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b></p> <p>This indicator measures whether USG-funded capacity development efforts have led to improved organizational performance in organizations receiving organizational capacity development support.</p> <p><b>Key concepts:</b> Capacity is the ability of people, organizations, and society as a whole to manage their affairs successfully. Capacity development is the process of unleashing, strengthening, and maintaining such capacity. Capacity is a form of potential; it is not visible until it is used. Therefore, performance is the key consideration in determining whether capacity has changed. Organizations with improved performance will have undergone a deliberate process undertaken to improve execution of organizational mandates to deliver results for the stakeholders it seeks to serve.</p> <p><b>Indicator Formula:</b> This indicator should only be used when conditions (a) and (b), as described below, are met. Targets should be set and results should be reported using this formula for the overall indicator and each of the disaggregates:</p> <ul style="list-style-type: none"> <li>• Numerator = number of organizations with improved performance</li> <li>• Denominator = number of USG-assisted organizations receiving organizational capacity development support</li> </ul> <p>Targets for both the numerator and denominator should be set for the aggregate; they do not need to be set for the disaggregates. Results should be reported for both numerator and denominator for the aggregate and disaggregate types.</p> <p><b>Denominator calculations for the process of organizational capacity development:</b> Organizations should only be counted in the denominator if they have undergone an intentional and demand-driven performance improvement process detailed in points (a) and (b) below.</p> <p>(a) The Activity theory of change, award documents, work plan, or other relevant documentation reflects that resources (human, financial, and/or other) were allocated for organizational capacity development.</p> <p>(b) An organization demonstrates that it has undergone and documented a process of performance improvement, including the following four steps:</p> <ul style="list-style-type: none"> <li>(i.) Obtaining input from the supported organization and/or any other relevant stakeholders to define desired performance improvement priorities,</li> <li>(ii.) Analyzing and assessing performance gaps (the difference between desired performance and actual performance),</li> </ul>

- (iii.) Selecting and implementing performance improvement solutions (or the development interventions), and
- (iv.) Using a performance improvement metric for which the organization will monitor and measure changes in performance.

**Numerator calculations for organizational performance improvement:** Organizations should only be counted in the numerator if they are eligible to be counted in the denominator and have additionally demonstrated measurable improved performance. In addition to meeting conditions (a) and (b) above, organizations must meet the following condition:

- (c) An organization demonstrates that its performance on a key performance metric has improved.

**Use of Approaches and/or Tools and Performance Metrics:** USAID Operating Units (OUs) and/or implementing partners should work with organizations being supported to select their preferred approach and tools for facilitating the process of organizational performance improvement (e.g., university accreditation process, ISO professional farmer organization guidelines, Organizational Capacity Assessment tool, etc.) and for monitoring and measuring changes on a key performance metric (e.g., increased sales, reduced staff turnover, increased efficiency of service delivery, etc.). Some tools, such as the Organizational Performance Index tool, are helpful for both facilitating the process of identifying performance improvement priorities and for measuring changes in performance. Regardless, OUs should ensure that any monitoring/measurement is conducted in a way that ensures data validity and reliability for a key metric of performance, rather than capacity.

**Disaggregates:** Only one organization type should be selected for each organization receiving USG-funded capacity development assistance. Organization type should reflect the primary type of organization with which an organization identifies. Additional description of the Mission and function of each assisted organization (such as type of services provided, role of organization in a relevant sector, etc.) should be included in the narrative.

Note that every IR focuses on capacity building of local organizations, private sector, or GoB entities. The Bangladesh Mission will focus on the following types of organizations for capacity building by IR:

- IR 1.1: focus on capacity building, particularly for local civil society organizations and GoB, is for the purpose of achieving improved governance results. Under this IR the specific capacity is that of government institutions, especially at the local levels to efficiently use and deliver resources, and in some cases directly improve their fiscal integrity. It will also shed light on the capacity of civil society organizations' advocacy for government transparency and accountability and increased public access to government information.
- IR 1.2: Under this particular IR, capacity building is of different stakeholders including the judicial system for protection, prevention, and prosecution of TIP. It will also include capacity of all relevant stakeholders including judicial system, media and CSOs to promote and protect human rights of vulnerable and marginalized populations and protect fundamental human rights, freedoms of speech, association, and movement
- IR 1.3: Under this IR, the specific capacity built is that of political parties with a particular focus on the capacity of women and youth leadership. This will not be measured only at the individual level.
- IR 2.1: Under this IR the specific capacity is that of organizations and networks to advocate (advocacy) for the improvement in inclusive growth and addressing marginalized communities' (youth, ethnic and religious minorities, people with disabilities, and sex and gender diverse populations) needs and interests.
- IR 2.2 Under this IR the specific capacity pertains to the private sector partners ability to provide quality services at scale and efficiently.
- IR 2.3 Under this IR the specific capacity implies service providing agencies both public and private in the areas of but not limited to skill development, employment, health, education, agriculture, GBV, child marriages, etc.

- IR 3.1: Under this particular result, the capacity measured is that of , local governance authorities, or local organizations to better mitigate shocks and stressors in line with their organizational mandates
- IR 3.2: Under this particular result, the capacity measured is that of local communities and institutions to respond to recurring shocks and stressors and plan for future events.

**Specific Definition:**

This indicator measures whether USG-funded organizational capacity development efforts have enhanced organizational performance. Capacity is the ability of people, organizations, and society to manage effectively. Capacity development is a method of unleashing, strengthening, and sustaining such capacity. The Activity will provide trainings to MMCs, MMAs, and public and private entities, defined as “USG-assisted organizations.” Improved performance is defined as an increased capacity to mobilize resources in a timely fashion and/or to prepare operational maintenance plans and budget.

The Activity will set targets and report results using this formula for the overall indicator and each disaggregate:

- Numerator = number of organizations with improved performance
- Denominator = number of USG-assisted organizations receiving organizational capacity development support

Expanded capacity for the MMC and MMA will be defined as improved capacity to perform some of the following functions: development of an annual plan, toll collection, O&M of the market, transparency of leasing costs, good governance, cleanliness, and improved consideration of women in the marketplace. Expanded capacity for the MMAs will be defined as improved capacity to perform some of the following functions: cooperative registration, improved collaboration with the market management committees, improved conflict resolution, improved understanding of leasing and fees.

An MMC will be considered as having improved performance if 3 or more of the following are true:

- The MMC consistently holds periodic meetings which they did not prior to the Activity’s intervention, or more frequent and/or consistent meetings than prior to the Activity’s intervention
- The MMC develops annual operations and maintenance plans which they did not prior to the Activity’s intervention, or which is superior to the previous version
- A survey of sellers shows that lease costs are in accordance with the market’s policy and applied consistently
- There is a clear means for a prospective seller to determine the cost of leasing a plot and lease procedure
- The MMC has improved revenue collection
- The MMC holds regular meetings with the MMA which they did not prior to the Activity’s intervention, or more frequent and/or consistent meetings than prior to the Activity’s intervention
- A review of the site shows improved sanitation conditions compared to the baseline visit
- A survey shows that conditions for women’s participation in the market have improved or that the MMC’s policies are better suited to their future participation
- The MMC has a new market management manual which clearly defines the roles and responsibilities of committee members.

An MMA, in markets where they are responsible for O&M of infrastructure upon handover instead of an MMC, will be considered as having improved performance if 2 or more of the following are true:

- If appropriate, the merchants created a cooperative
- There is a clear means for a prospective seller to determine the cost of leasing a plot and lease procedure

<ul style="list-style-type: none"> <li>• The MMA consistently holds periodic meetings which they did not prior to the Activity’s intervention, or more frequent and/or consistent meetings than prior to the Activity’s intervention</li> <li>• The MMA holds regular meetings with the MMC which they did not prior to the Activity’s intervention, or more frequent and/or consistent meetings than prior to the Activity’s intervention</li> <li>• The MMA resolves more conflicts, or resolves conflicts more quickly, or increases satisfaction with regards to conflict resolution than they did prior to the Activity’s intervention</li> <li>• The MMA takes care of maintaining constructed/rehabilitated infrastructure</li> <li>• A survey of merchants reveals that there is an improved understanding of leasing procedures and fees compared to the baseline survey</li> </ul>							
<b>Unit of Measure:</b> Percentage							
<b>Disaggregated by:</b> Organization type							
<b>Justification &amp; Management Utility:</b> Sub-IR 2.2 focuses on capacity building of market-related actors (local organizations and/or private sector) in order to contribute to the overall goal of building capacity in Bangladesh so it can become more self-reliant. This indicator will directly measure the percentage of actors with increased capacity due to the Activity’s support.							
<b>PLAN FOR DATA COLLECTION</b>							
<b>Data Collection Method:</b> Activity records, Survey, Annual Monitoring Checklist							
<b>Data Source:</b> Activity records, Checklist, Annual Monitoring Checklist							
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually							
<b>Estimated Cost of Data Acquisition:</b> Normal M&E operational costs							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> TBD							
<b>Known Data Limitations and Significance (if any):</b> N/A							
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>

CBLD-9 Percent of USG-assisted organizations with improved performance.	0	0	0	75%	75%	75%	75%
	Actual						
<b>THIS SHEET LAST UPDATED ON: 09/19/2022</b>							



<b>USAID Performance Indicator Reference Sheet: PIRS-12</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> Cross-cutting
<b>Name of Indicator:</b> Number of women-friendly facilities (toilets/space allocation/water supply) constructed or rehabilitated to increase women’s participation in the market system
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<b>Precise Definition(s):</b> One of the Activity’s goals is to improve women’s access to market centers. The Activity will construct or improve physical infrastructure in market centers to make them more women friendly. Some examples include separate toilets for men and women, shaded areas for the women entrepreneurs, separate water collection points, etc.  The Activity will count women participation before and after interventions or rehabilitations. This will be addressed in the baseline data collection format as well as subsequent periodic data collection techniques to compare women participation in the activity.
<b>Unit of Measure:</b> Number
<b>Disaggregated by:</b> Facility type: market center/collection center
<b>Justification &amp; Management Utility:</b> This indicator will help assess the increased accessibility of the markets to women through project improvements by counting the number of women friendly infrastructure and their access to the market. The Activity will incorporate women’s participation in the baseline survey to set up benchmark and subsequent targets.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Baseline Survey, Activity records, Periodic Monitoring
<b>Data Source:</b> Activity records, Monitoring Checklist
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annual
<b>Estimated Cost of Data Acquisition:</b> No additional costs
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> Annually from Year 2
<b>Known Data Limitations and Significance (if any):</b> N/A
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>

<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets in Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
Number of women-friendly facilities (toilets/space allocation/water supply) constructed or rehabilitated to increase women's participation in the market system	0	0	0	1	TBD	TBD	TBD
Actual							
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-13</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> Cross-cutting
<b>Name of Indicator:</b> EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition.
<b>Classification:</b> Standard Indicator
<b>PPR Indicator:</b> Yes
<b>PMP Indicator:</b> Yes
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b></p> <p>The indicator includes new long-term capital investments (e.g., property, plant, and equipment and other fixed assets) and new operating capital investments (e.g., inputs or inventory) leveraged by the USG. Private sector co-investment - both cash and in-kind - for implementing specific activities (e.g., resulting from a successful GDA application) should also be included. It includes both upstream and downstream investments. Upstream investments include any type of agricultural capital used in the agricultural production process such as inputs (e.g., seeds, fertilizer, pesticides, etc.) and machinery. Downstream investments could include capital investments in equipment used for post-harvest transformation or processing of agricultural products or the transport of agricultural products to markets. In-kind investments, which should be valued at market rates, could include legal or business development services.</p> <p><b>“New USG commitments”</b> refers to funds in the form of a direct loan, part of a grant, or other award designed to leverage additional funds from private sector organizations. Subsidies paid to structure a guarantee or insurance product do not count as new USG commitments. For multi-year activities, commitments are recorded at the outset of the activity, if made prior to the start of the activity, or during the year when they are made, if commitments are received during implementation of an activity.</p> <p><b>“Private sector”</b> includes for-profit formal companies managing nutrition, agriculture, and/or food system-related activities. A community-based organization (CBO) or nongovernmental organization (NGO) investment may be included if the CBO or NGO engages in for-profit nutrition, agriculture, and/or food system-related activities.</p> <p><b>“Investment”</b> is defined as any use of private sector resources intended to increase future production, output, or income, etc. Investments are recorded on a yearly basis, as they are made. In-kind investments are recorded at market value in USD.</p> <p><b>“Leveraged by the USG”</b> indicates that the new investment was directly encouraged or facilitated by activities supported by the Feed the Future initiative. Usually, the Feed the Future activities will take the form of a grant, direct loan, guarantee, or insurance coverage from the USG (see examples below). (abridged)</p> <p><b>Specific Definition:</b></p> <p>In the context of the Agricultural Infrastructure Activity, the phrase "investments" refers to private sector resources that are intended to supplement the resources of the Activity, such as a cost-share or matching arrangement, corporate social responsibility donations, and/or technical assistance. These resources will be monetary or non-monetary and will be valued in US dollars. For example, a public company could donate waste</p>

bins for markets or build a women’s center at one of the markets, an entrepreneur could donate land for the Activity to construct a toilet, an association could provide sensitization trainings, etc.
Any investment from a private actor, such as for-profit companies, community-based organizations, farmers, whole sellers, entrepreneurs, and non-governmental organizations provided they engage in for profit agriculture or infrastructure activities, is considered "private sector."
The Activity will consider that these private sector investments were “leveraged by the USG” if they would not have occurred without the Activity. This includes outreach to companies, entrepreneurs, etc., support for activity co-creation, support in the designs or construction of infrastructure funded by the private sector, facilitated government approvals, etc. The investments will be counted if the monetary or non-monetary resources were received during the Activity period of performance as a result of the Activity team’s efforts.
<b>Unit of Measure:</b> U.S. Dollars
<b>Disaggregated by:</b> Organization type
<b>Justification &amp; Management Utility:</b> This indicator is based on the concept that the larger the value of investment, especially by the host government, the better the odds of long-term sustainability in the rural market system. Private sector investment is crucial because it demonstrates that the investment is seen as providing a favorable financial return by private agents and hence is likely to result in long-term improvements. The value of the additional funds leveraged will provide an indication of the level of commitment to the new initiatives and their likelihood of being sustained.
<b>PLAN FOR DATA COLLECTION</b>
<b>Data Collection Method:</b> Annual Review
<b>Data Source:</b> Activity records, private sector financial records, program data, and US Government agency records
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually
<b>Estimated Cost of Data Acquisition:</b> Normal M&E operational costs
<b>Individual(s) responsible within the activity:</b> MEL Manager
<b>Individual responsible at USAID:</b> Jacob Morrin, COR
<b>DATA QUALITY ISSUES</b>
<b>Dates of Data Quality Assessments:</b> Annually from year 2
<b>Known Data Limitations and Significance (if any):</b> There is a small risk of over or under estimating the monetizing of in-kind contributions to the activity.
<b>Actions Taken or Planned to Address Data Limitations:</b> Data from multiple sources will be triangulated to reduce the effect of estimation errors.
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders, and internal use
<b>Reporting of Data:</b> Annual Report
<b>OTHER NOTES</b>
<b>Notes on Baselines/Targets:</b> Baseline is zero

PERFORMANCE INDICATOR VALUES							
Indicator	Baseline	Y1	Y2	Y3	Y4	Y5	EOP
EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition.	0	0	TBD	TBD	TBD	TBD	
	Actual						
<b>THIS SHEET LAST PDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-14</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> Cross-cutting
<b>Name of Indicator:</b> Number of USG engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition:</b></p> <p>This indicator measures the breadth of USAID engagement with the private sector for the reporting year. An engagement is defined as a “strategic approach to planning and programming through which [the USG] consults, strategizes, aligns, collaborates, and implements with the private sector for greater scale, sustainability, and effectiveness of development or humanitarian outcome” (see USAID Private Sector Engagement Policy: <a href="https://www.usaid.gov/sites/default/files/documents/1865/usaaid_psepolicy_final.pdf">https://www.usaid.gov/sites/default/files/documents/1865/usaaid_psepolicy_final.pdf</a>). An engagement can be tangible/formal with a documented arrangement (e.g., financial assistance, materials, provision of goods and services) or informational/informal (e.g., convenings, facilitation, strategy development) exchange between a private sector actor and the USG or USG implementer. An engagement counts towards this indicator if the interactions between the USG and the private sector result in a documented exchange (e.g., memorandum of understanding, strategy, activity design documentation) that affects the approach or programmatic strategy or objective in achieving the desired U.S. foreign assistance objective.</p> <p>An engagement can be one convening of private sector actors or a series of interactions with the private sector actor(s). An informational meeting with a business that does not yield documented changes to either the business or the USG’s strategic or programmatic approaches would not count. A Memorandum of Understanding that does not yield changes in the behavior of either the USG or the private sector actor in their approach to the MOU’s stated objective does not count as an engagement.</p> <p>An engagement can have multiple documented purposes:</p> <ul style="list-style-type: none"> <li>• Strategic Alignment, Project Design and Planning: engagements that advance development of complementary strategies and project design in line with U.S. foreign assistance objective(s)</li> <li>• Advocacy/Strengthening the Enabling Environment: engagements that address regulatory, legislative, and rule of law bottlenecks in a country’s business enabling environment</li> <li>• Harnessing Private Sector Expertise and Innovation: engagements that harnesses innovation, technology, research and development, industry expertise, and/or entrepreneurial skills to achieve development outcomes with or without USG financial commitments</li> <li>• Mobilizing Private Sector Financial Resources: engagements that leverage private-sector funding – including corporate social responsibility and philanthropy assets – or increase access to markets – such as through foreign direct investment or credit guarantees-- to address a U.S. foreign assistance objective with or without USG financial commitments</li> <li>• Technical Assistance to Local Private Sector Actors – engagements that provide capacity building services-- such as training or mentoring/coaching-- to local private sector actors. Engagements with local or international private sector actors that only provide capacity building support to the local private sector is not counted.</li> </ul>

Multiple USG engagements can occur within an implementing mechanism carrying out an activity. USG engagements can also occur outside any formal procurement process such as actions that aim to identify shared interests or jointly advocate for regulatory reforms and other enabling environment actions.

**The private sector** is defined as “For-profit, commercial entities and their affiliated foundations; financial institutions, investors and intermediaries; business associations and cooperatives; micro, small, medium and large enterprises that operate in the formal and informal sectors; American, local, regional, and multinational businesses; and For-profit approaches that generate sustainable income (e.g., a venture fund run by a non-governmental organization (NGO) or a social enterprise)” (See USAID’s Private Sector Engagement Policy).

**“Jointly undertaken”** is defined as an engagement between the USG, or a USG implementer, and the private sector that results in a coordinated action that can be implemented jointly, or separately in parallel.

U.S. foreign assistance objective refers to strategic, development, and humanitarian assistance objectives as identified in the Department of State-USAID Joint Strategic Plan and USAID Country Development and Cooperation Strategies.

Under the “purpose of joint engagement” and “U.S. foreign assistance objective addressed” disaggregates, count all purposes and objectives that apply to the engagement. These disaggregates do not need to aggregate to the total result reported under the parent indicator.

Report the engagement only once under the “market-based engagement” disaggregate. A market-based approach is defined as the use of business models and leveraging of market forces to solve development and humanitarian challenges without beyond the life of the engagement and without USG assistance. Proof of concept is not need for an engagement to count toward this disaggregate. To be counted, documentation must exist that either market forces were addressed or a business model developed as part of the engagement development process with private enterprise(s). This documentation is typically found in implementation plans, strategy design, or MEL frameworks.

Corporate or Private Philanthropies and Foundation engagement with the USG that use business models and leveraging of market forces in the design and implementation of the engagement count as a market-based engagement. A market-based approach can engage low-income people as customers and supply them with products and services they can afford; or, as business associates (suppliers, agents, or distributors), to provide them with improved incomes.

Government advocacy and anti-corruption engagements count as non-market-based engagement.

**Note:** This indicator is a snapshot indicator and cannot be summed across reporting years to calculate a total for the life of an activity. Engagements that continue beyond the reporting year should be counted for each reporting year that it is active.

**Specific Definition:**

**Engagement** is defined as an agreement between the Activity and the private sector such as a cost-share or matching arrangement, corporate social responsibility donations, in-kind donation, and/or technical assistance which results in resources, either monetary or non-monetary, to supplement the USG investments. Monetary resources could include private company funding to build amenities at the markets, purchase private land to build a toilet or women’s corner, etc. Non-monetary resources could include technical assistance for registering a cooperative, free design services, in kind donation of waste management infrastructure, etc.

**Jointly undertaken** means the Activity will engage with private sector to obtain the outcome contributing to the U.S. foreign assistance objective. The private sector actor is not unilaterally contributing to the foreign assistance objective. Some examples of potential collaboration include the Activity providing design work for a women’s

corner built and funded by a private company, the Activity helping with forming a cooperative from the market merchant's association and facilitating private land donation to enable a private entrepreneur to run a sanitation block/toilet for market users, etc.							
<b>The private sector</b> means for-profit companies, community-based organizations, farmers, whole sellers, entrepreneurs, and non-governmental organizations provided they engage in for profit agriculture or infrastructure activities. The Activity will approach large corporations with corporate social responsibility funding, local entrepreneurs and market merchants' associations for sanitation management, and potentially farmers for other initiatives.							
<b>Unit of Measure:</b> Number							
<b>Disaggregated by:</b> Organization type							
<b>Justification &amp; Management Utility:</b> Working with the private sector is one of the objectives of the Activity. This indicator will help track the Activity's progress in terms of finding opportunities to maximize USG funds by collaborating with the private sector to extend its impact.							
<b>PLAN FOR DATA COLLECTION</b>							
<b>Data Collection Method:</b> Annual Review							
<b>Data Source:</b> Activity records and program data							
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually							
<b>Estimated Cost of Data Acquisition:</b> N/A							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually starting in Year 2							
<b>Known Data Limitations and Significance (if any):</b> N/A							
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets and report to USAID accordingly.							
<b>Data Use:</b> Meeting reporting requirements to respond to donors, stakeholders, and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The baseline is zero							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>
EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition.	0	0	TBD	TBD	TBD	TBD	TBD
	Actual						
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							



<b>USAID Performance Indicator Reference Sheet: PIRS-15</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> Cross-cutting
<b>Name of Indicator:</b> Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives
<b>Classification:</b> Custom Indicator
<b>PPR Indicator:</b> No
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b></p> <p>This indicator sums up the total number of private sector enterprises worked with in the reporting year. <b>A private sector enterprise</b> is defined as “For-profit, commercial entities and their affiliated foundations; financial enterprises, investors and intermediaries; business associations and cooperatives” (See USAID’s Private Sector Engagement Policy). Private Sector enterprises can vary in size and origin.</p> <p><b>An engagement</b> is defined as a tangible/formal with the documented arrangement (e.g., financial assistance, materials, provision of goods and services) or informational/informal (e.g., convenings, facilitation, strategy development) exchange between a private sector enterprise and the USG or USG implementer. An engagement counts towards this indicator if the interactions between the USG and the private sector result in a documented exchange (tangible or informational) that affects the approach or programmatic strategy or objective in achieving the desired U.S. foreign assistance objective.</p> <p>An engagement can be one convening of private sector enterprises or a series of interactions with the private sector enterprise(s). An informational meeting with a business that does not yield documented changes to either the business or the USG’s strategic or programmatic approaches would not count. A Memorandum of Understanding that does not yield changes in the behavior of either the USG or the private sector enterprise in their approach to the MOU’s stated objective does not count as an engagement.</p> <p>U.S. foreign assistance objective refers to strategic, development, and humanitarian assistance objectives as identified in the Department of State-USAID Joint Strategic Plan and USAID Country Development and Cooperation Strategies.</p> <p><b>Specific Definition:</b></p> <p><b>Private sector enterprise</b> is defined as for-profit companies, community-based organizations, farmers, whole sellers, entrepreneurs, and non-governmental organizations provided they engage in for profit agriculture or infrastructure activities. The Activity will approach large corporations with corporate social responsibility funding, local entrepreneurs and market merchants’ associations for sanitation management, and potentially farmers for other initiatives.</p> <p><b>Engagement</b> is defined as an agreement between the Activity and the private sector such as a cost-share or matching arrangement, corporate social responsibility donations, in-kind donation, and/or technical assistance which results in resources, either monetary or non-monetary, to supplement the USG investments. Monetary resources could include private company funding to build amenities at the markets, purchase private land to build a toilet or women’s corner, etc. Non-monetary resources could include technical assistance for registering a cooperative, free design services, in kind donation of waste management infrastructure, etc.</p> <p>The Activity will count the number of private sector actors which engaged with the Activity during the period of performance regardless of the number of engagements with said actors. Some examples of potential</p>

collaboration include the Activity providing design work for a women's corner built and funded by a private company, the Activity helping with forming a cooperative from the market merchant's association and facilitating private land donation to enable a private entrepreneur to run a sanitation block/toilet for market users, etc.							
<b>Unit of Measure:</b> Number							
<b>Disaggregated by:</b> Organization type							
<b>Justification &amp; Management Utility:</b> Working with the private sector is one of the objectives of the Activity. This indicator will help track the Activity's progress in terms of finding partners who will help maximize USG funds by collaborating with the Activity to extend its impact.							
<b>PLAN FOR DATA COLLECTION</b>							
<b>Data Collection Method:</b> Annual Review							
<b>Data Source:</b> Activity records and program data							
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually							
<b>Estimated Cost of Data Acquisition:</b> N/A							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually starting in Year 2							
<b>Known Data Limitations and Significance (if any):</b> N/A							
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets and report to USAID accordingly.							
<b>Data Use:</b> Meeting reporting requirements to respond to donors, stakeholders, and internal use							
<b>Reporting of Data:</b> Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The baseline is zero							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>
EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition.	0	0	TBD	TBD	TBD	TBD	TBD
Actual							
<b>THIS SHEET LAST UPDATED ON: 9/19/2022</b>							

<b>USAID Performance Indicator Reference Sheet: PIRS-16</b>
<b>Activity Objective:</b> Increased availability of quality agricultural produce for domestic, regional, and international markets.
<b>Intermediate Result:</b> Cross-cutting
<b>Name of Indicator:</b> EG 3.2 Number of individuals participating in USG food security programs
<b>Classification:</b> Standard Indicator
<b>PPR Indicator:</b> Yes
<b>PMP Indicator:</b> No
<b>Contribute Data to a PMP Indicator:</b> No
<b>DESCRIPTION</b>
<p><b>Precise Definition(s):</b> This indicator is designed to capture the breadth of our food security work. This indicator counts participants of Feed the Future-funded programs, including those we reach directly, those reached as part of a deliberate service strategy, and those participating in the markets we strengthen. We expect Implementing Partners (IPs) to track or estimate the number of individual participants across different interventions within their own project and to report numbers of participants reached, not number of contacts with the project or project supported actors.</p> <p>This indicator counts, with some exceptions listed below, all the individuals participating in our nutrition, resilience, and agriculture and food system activities, including:</p> <ul style="list-style-type: none"> <li>• Adults that projects or project-supported actors reach directly through nutrition-specific and community-level nutrition interventions, (e.g. parents and other caregivers participating in community care groups, healthcare workers provided with in-service training on how to manage acute malnutrition), but not children reached with nutrition-specific or community-based interventions, who are counted under indicators HL.9-1 and HL.9-2 instead;</li> <li>• People reached by productive safety nets, community-based micro-finance and diversified livelihood activities through our assistance;</li> <li>• Members of households reached with household-level interventions (households with new access to basic sanitation through our work, households receiving family-sized rations);</li> <li>• Smallholder and non-smallholder producers that projects or project-supported actors reach directly (e.g. through an irrigation training, through a loan provided, through distribution of drought-tolerant seeds to specific farmers);</li> <li>• Proprietors of firms in the private sector that we help strengthen (e.g. agrodealers, aggregators, processors). Employees of these firms are also counted if they are reached directly with a USG-assisted service such as training;</li> <li>• Producers who directly interact with those USG-assisted firms (e.g. the producers who are customers of an assisted agrodealer; the producers from whom an assisted trader or aggregator buys), but not customers or suppliers who are not producers;</li> <li>• Participants whose main source of income is labor (e.g. Laborers/non-producer diversified livelihood participants);</li> <li>• People in civil society organizations and government whose skills and capacity have been strengthened by projects or project supported actors;</li> <li>• School-aged children who are recipients of USG school feeding programs;</li> </ul> <p>In cases where activities work with multiple individuals in a household, this indicator counts all activity <u>participants</u> in the household, not all members of the household. However, in the case of sanitation services and family-sized rations, <u>all</u> members of the household receiving the sanitation facility or ration can be counted here. (abridged.)</p>

<b>Specific Definition:</b>							
The Activity follows the standard indicator definition. The Activity will count the number of individuals whose capacity has been increased through Activity-led trainings.							
The Activity will provide capacity building trainings that focus on the market management committee members and merchant association members' ability to take over the operation and maintenance of developed infrastructure. The Activity will not count sensitization meetings or one-off informational trainings.							
<b>Unit of Measure:</b> Number (integer)							
<b>Disaggregated by:</b> Sex, Age, Type of individuals (people in government, people in civil society)							
<b>Justification &amp; Management Utility:</b> Providing trainings and building the capacity of the market management committees, and if applicable the market merchants associations, is one of the key interventions of the Activity. Building their capacity through trainings, assistance with O&M manuals, etc. is a form of direct support to these targeted beneficiaries. This indicator tracks the number of these individuals and shows the Activity's progress under this component.							
<b>PLAN FOR DATA COLLECTION</b>							
<b>Data Collection Method:</b> Activity records, Annual Monitoring Checklist							
<b>Data Source:</b> Activity records, Annual Monitoring Checklist							
<b>Frequency and Timing of Data analysis &amp; Reporting:</b> Annually							
<b>Estimated Cost of Data Acquisition:</b> N/A							
<b>Individual(s) responsible within the activity:</b> MEL Manager							
<b>Individual responsible at USAID:</b> Jacob Morrin, COR							
<b>DATA QUALITY ISSUES</b>							
<b>Dates of Data Quality Assessments:</b> Annually from year 2							
<b>Known Data Limitations and Significance (if any):</b> N/A							
<b>Actions Taken or Planned to Address Data Limitations:</b> N/A							
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>							
<b>Data Analysis and Presentation:</b> Examine the progress against targets. We will incorporate this into our work planning and CLA discussions, and report on the issue to USAID in the Annual Report.							
<b>Data Use:</b> Meeting reporting requirements to respond to donor, stakeholders and internal use							
<b>Reporting of Data:</b> Quarterly/Annual Report							
<b>OTHER NOTES</b>							
<b>Notes on Baselines/Targets:</b> The Activity will set Annual Targets by the middle of Year 2, after completion of the site selection process.							
<b>PERFORMANCE INDICATOR VALUES</b>							
<b>Indicator</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>EOP</b>
EG 3.2 Number of individuals participating in USG food security programs	0	0	0	TBD	TBD	TBD	TBD
Actual							

**THIS SHEET LAST UPDATED ON: 9/19/2022**

## ANNEX C. PERFORMANCE INDICATORS DATA TABLE

No.	Indicator	Type C = Custom S = Standard	Unit of Measure	Level of Disaggregation	Baseline	Target						Data Collection Method	Frequency
						Y1	Y2	Y3	Y4	Y5	Cum. or EOP		
<b>Goal: Increased availability of quality agricultural produce for domestic, regional, and international markets.</b>													
<b>Intermediate Result 1: Increased access to markets for agricultural produce, inputs, and services</b>													
<b>Sub-IR 1.1 Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farm markets</b>													
1	EG. 3.1-1: Kilometers of roads improved or constructed as a result of USG assistance	S	Kilometer	Construction type: Improved/ Constructed	0	0	0	1.6	TBD	TBD	TBD	Secondary checklist; direct observation at time of construction/ improvement	Annual
2	Number of hectares of agriculture catchment area served by the rural roads and roadside irrigation channel/cross drain systems constructed/ rehabilitated	C	Number	Type of infrastructure: Irrigation/Drainage	0	0	0	TBD	TBD	TBD	TBD	Secondary checklist; direct observation	Annual
3	Volume of agriculture products served by the rural roads and roadside irrigation channel/cross drain systems constructed/rehabilitated	C	Metric ton	N/A	0	0	0	TBD	TBD	TBD	TBD	Interviews based on GIS mapping	Annual
4	Reduction in cost for transporting agriculture commodities to market as a result of USG assistance	C	BDT/USD	Time of day (peak, off peak); Time of week (hat versus non-hat)	0	0	0	TBD	TBD	TBD	TBD	Sample survey; interviews and focus groups	Annual
<b>Sub-IR 1.2 Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability</b>													
5	Number of participants trained on road and drainage system proper use and maintenance	C	Number	Sex of the participants; Affiliation (private sector, LGED, etc.)	0	0	0	15	20	15	50	Primary Data – Training Attendance	Quarterly
<b>Intermediate Result 2: Enhanced postharvest handling and storage of agricultural produce</b>													
<b>Sub-IR 2.1 Increased access to and sanitation conditions for markets, post-harvest handling and storage facilities</b>													

6	Number of market centers and collection centers constructed or rehabilitated as a result of USG assistance.	C	Number	Construction type: Improved/ Constructed	0	0	0	3	TBD	TBD	TBD	Activity records, Annual Monitoring Checklist	Annual
7	Volume of sales of agriculture commodities at constructed/rehabilitated market and collection centers	C	Metric ton	Facility type: market center/collection center	0	0	0	TBD	TBD	TBD	TBD	Interviews and focus groups; center records	Annual
8	Value of sales of agriculture commodities at constructed/rehabilitated market and collection centers	C	BDT/USD	Facility type: market center/collection center	0	0	0	TBD	TBD	TBD	TBD	Interviews and focus groups; center records	Annual
<b>Sub-IR 2.2 Improved sustainable operation and maintenance of markets and postharvest facilities</b>													
9	Number of rehabilitated market centers with effective land use plans	C	Number	N/A	0	0	0	0	1	0	1	Activity records, Annual Monitoring Checklist	Annual
10	Number of newly constructed collection centers with effective land use plans	C	Number	N/A	0	0	0		1	0	1	Activity records, Annual Monitoring Checklist	Annual
11	CBLD-9 Percent of USG-assisted organizations with improved performance	S	Percentage	Organization type	0	0	0	75%	75%	75%	75%	Activity records, Annual Monitoring Checklist	Annual
<b>Cross-Cutting IRS</b>													
12	Number of women-friendly sanitation facilities (toilets/space allocation/water supply) constructed/ rehabilitated to increase women participation in the market system	C	Number	Facility type: market center/collection center	0	0	0	1	TBD	TBD	TBD	Activity records, Monitoring Checklist	Annual
13	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition.	S	US Dollars	Type of investment	0	0	TBD	TBD	TBD	TBD	TBD	Annual Review	Annual

14	Number of USG engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective	C	Number	Type of organization	0	0	TBD	TBD	TBD	TBD	TBD	Document review, Activity database	Annual
15	Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives	C	Number	Type of organization	0	0	TBD	TBD	TBD	TBD	TBD	Document review, Activity database	Annual
16	EG 3-2 Number of individuals participating in USG food security programs	S	Number	Sex; Age,, Type of individuals	0	0	0	TBD	TBD	TBD	TBD	Activity records, Annual Monitoring Checklist	Annual



## ANNEX D. YEAR ONE MEL TASK SCHEDULE

TASK	REASON	DATE	FREQUENCY	PERSON RESPONSIBLE	NOTES / NEXT STEPS
Prepare/Update MEL Plan	Comprehensive document which will guide in monitoring, evaluation and Learning	Sep 2022	Annual	MEL_M	Revision of M&E Plan and update
Prepare Gender Gap Analysis	A gender gap analysis in Bangladesh Agricultural Infrastructure area	Aug 2021	One-off	MEL_M	Secondary sources will use to analyze the gender gap
Develop Strategic Communication Plan	A comprehensive communication plan that will follow the Feed the Future Communication strategy	Sep 2021	One-off	MEL_M	Review of different strategic communication strategies including USAID
Collect all quantitative baseline figures	To establish baselines for quantitative performance indicators	Oct-Dec 2022	One-off	COP, MEL_M	Finalize as quickly as possible to enable targeting and project implementation
Setting Targets for MEL plan Indicators	To set the targets for indicators, in line with contract, proposal and workplan.	Dec 2022	One-off	COP, TD, MEL_M	Targets will integrate with site selection and annual workplans
Prepare the Quarterly/Annual Project Progress Report based on Annual Work Plan	To assist management decision making and inform USAID of progress against deliverables	Dec. Mar. Jun.& Sep.	Quarterly & Annual	COP, TD, MEL_M	To include narratives that will capture successes and challenges in the quarter
Drafting the Annual Progress Report	A deep stock-take allowing for reporting to USAID as well as documenting success, challenges and lessons learned annually	Oct. 2021	Annual	COP, TD, MEL_M	To meet USAID reporting requirement
Finalize data collection guidelines & quality assurance plan	To guide the data collection	Oct 2022	One-off	MEL_M	Must orient the Objective staff on data quality before they collect data
M&E Capacity Development	To understand the MEL Plan and requirements of the project	Oct. 2022	As require	MEL_M	Orient DAM staff
Conduct internal DQA	To validate the data	Jan 2023	Annual	MEL_M	To follow USAID guidelines

USAID FTF reporting and PPR	Contribute to annual USAID performance reporting to Washington and on CDCS results	Oct. 2022	Annual	MEL_M	Ensure DQAs are completed for each of the PPR indicators
Special Studies/ Success story/ Case study	To highlight the project success and share with wider community	Dec. Mar. Jun.& Sep.	At least quarterly	COP, MEL_M	One/two reports quarterly
Monitoring visits to the field	To verify the quality of data	Following quarterly report	Quarterly	MEL_M	Random site selection check and quality of delivery
Arrange a Pause and Reflect workshop	Collect learning information using the framework	Dec. Mar. Jun.& Sep.	Quarterly	COP, MEL_M	Arrange an internal workshop

## ANNEX E. YEAR ONE MEL LEARNING ACTIVITY

ACTIVITY OR PROCESS	EXPECTED OUTCOMES	TIMING	NEXT STEPS
<b>STRATEGIC COLLABORATION</b>			
Meeting with other FtF Partners LGED, Other Development partners to coordinate activities	Identify interventions synergies, avoid duplication, sustain investment, and leverage best practices	Y1 and periodically in subsequent years	Reach out to FtF IPs, LGED, and Donors.
<b>LEARNING</b>			
Work plan sessions with key team members for the following work plan	Engage stakeholders in design decision-making and priority-setting to build ownership.	Annually at the early work planning stage for the following year	Identify different stakeholders
Ad hoc internal working sessions on topics as the program team arise – such as pandemic response	Customized and time-sensitive responses on issues of interest	As needed, per project challenges	None at present
FGD (focus group discussion) with women and minority business owners in the selected area to determine the differential needs and infrastructural challenges these groups face to take advantage of the project offer.	Identify challenges and opportunities of women, youth, and minority business owners' success in starting agricultural businesses as a starting point.	June 2022, before the coming work year, planning to give time for MEL and Gender analysis and inputs into following year work planning	A pilot instrument with a small sample; determine if the example will use as an ongoing panel or if a new sample will be selected each time
<b>OPPORTUNITIES FOR REFLECTION</b>			
Develop a learning framework for FtF BAIDA following the USAID CLA framework to capture the learnings from different sources and disseminate them to the program team	A complete framework will be developed following USAID's CLA framework to capture and disseminate the learnings regularly.	Mar 2022	Identify the sources of the Learning, capture, and dissemination process.
Quarterly "pause and reflect" lessons on incoming data – objective by objective and in plenary. We are examining the theory of change and assumptions in detail.		Mar 2022 then Quarterly	Schedule these sessions with the entire team.
Annual MEL Plan reviews to assess the validity and reliability of indicators and protocols for data collection. As the BAIDA project is adaptive in a multi-faceted and complex environment, it is necessary to take stock indicator-by-indicator and protocol-by-protocol to ensure that the MEL Plan represents the best available methods to measure progress	Identify problems with any indicators, propose new indicators and methods, and ensure sufficient planning for special studies	The MELM will collect data on problems throughout the year;	July 2022 MELM with COP to identify problem areas in the MEL Plan and its indicators

# ANNEX F-I. DATA COLLECTION TOOL – SITE SELECTION FORM I

## USAID FEED THE FUTURE (FTF) BANGLADESH AGRICULTURAL INFRASTRUCTURE ACTIVITY NEEDS ASSESSMENT

### Form 1: FTF Implementing Partners

#### 1.0 FTF Activity Information

Activity Name	
Activity Duration	
IP Name	
POC Name	
Email	
Phone	

**2.0 Brief description of the FTF Bangladesh Agricultural Infrastructure Development Activity - factsheet attached**

**3.0 Brief Description of the FTF Implementing Partner’s Activity - Activity fact sheet/report is appreciated**

#### 4.0 Questions to Inform Our Approach

**4.1** What infrastructure support do your beneficiaries need to improve their agriculture-related activities (e.g., feeder roads, market centers, collection centers, improved drainage for wet markets, improved drainage for waterlogged areas, transportation, etc.)? If you know specific locations, please provide the detail or a contact we can reach out to for that information.

**4.2** Is there any infrastructure other than those described in 4.1 you consider important for improved outcome of your activity?

**4.3** Are there any other cross-cutting considerations (e.g. gender, new technology, needs of marginalized communities) that we should take into account as we select infrastructure sites?

#### 5.0 Additional Information

**5.1** Could you please list the geospatial data, MIS data, or any data if available, and provide a link/suggest a contact we can reach out to for that information.

**5.2** Could you please provide a list of partners and contacts with whom you think we should speak to gather more detailed information about infrastructure needs in the regions your activity is working?

#### 6.0 Operational Area

**6.1** Could you please list the location of your operational area specifying the name of districts, Upazilas, Unions, and intervention location (e.g., Markets, etc.)

## ANNEX F-2. DATA COLLECTION TOOL – SITE SELECTION FORM 2

### SUB-PROJECT EXCLUSION AND INITIAL PRIORITIZATION ASSESSMENT

**Step 1: Consolidate / Refine locations.** We fully expect that the information provided by beneficiaries will not be consistent, for example they may define different sections of similar roads. The activity will most likely need to follow-up with beneficiaries on the information they provided. Please make sure to refine the location at the site with the Upazila Engineer. The information shall be collected in an Excel spreadsheet.

**Step 2: Enter Locations into the GIS System –** Define the road/irrigation alignment and collection/market center/cold storage location.

**Step 3: Collect/Review on-line data and refine with exclusion and prioritization.** The following includes the information collected for each infrastructure type.

#### 1. Rural Roads:

		Exclusion Assessment (Identified in Collaboration with Upazila LGED)				
Sl. No	Road Name / (LGED ID identified with LGED)	Roadway alignment is within the LGED road inventory database	No major waterway expansion (more than a 30m single span bridges)	The road segment ties into paved road surfaced roads or continued with no breaks into the Bangladesh National Highway System	If there is a break/issue - explain (e.g., washed out road segment, damaged bridge)	There are no current plans to improve this road segment.
1						
2						
3						

		Initial Prioritization Assessment (Identified with GIS Data / Cost Data)				
Sl. No	Road Name / (LGED ID identified with LGED)	Square KM - Agriculture Land / Fishponds 2 KM from the road	Road Length (KM)	Agriculture Land (Square KM) ÷ Road Length	Single Span Pile foundation bridges (Number)	Potential Cost (based upon BAIP 1 per KM average) + #bridges * bridge average
1						
2						
3						

**2. Collection Centers: are there no exclusion assessments?**

Initial Prioritization Assessment (Identified with GIS Data / Cost Data)			
Sl. No.	Location (Landmark) and Positioning System if available	Global	Potential Cost (Based upon average BAIP I CC costs)

**3. Market Centers: are there initial prioritization criteria?**

Exclusion Assessment (Identified in Collaboration with Upazila LGED)				
Sl. No.	Market Center Name	Existing Market Management Committee	Will not consider the Frist Phase Growth Centers (1400)	The Market Center is not planned for rehabilitation (specifically by WB program or GoB program)

**4. Irrigation/Drainage Systems:**

		Exclusion Assessment	Initial Prioritization Assessment
Sl. No.	Name of the irrigation command Area	Existing / Working water management committees with LGED	Verify the number of hectares impacted by the proposed intervention.

**5. Post-Harvest Handing and Cold Storage:**

		Exclusion Assessment	Initial Prioritization Assessment
Sl. No.	Name / Description of the facilities		

## ANNEX F-3. DATA COLLECTION TOOL – GENDER ANALYSIS KII

### KEY INFORMANT INTERVIEW GUIDE – DONOR REPRESENTATIVES

#### Bangladesh Agricultural Infrastructure Development Activity Gender Analysis

##### Department Overview

1. What is your role in the department?  
–
2. Please explain briefly what your department’s key areas of work are.  
–
3. In your experience, what would you say are the biggest successes of your project(s) in supporting the integration of women in agricultural infrastructure/market activities/access to transportation and infrastructure?
  - What do you think the project(s) could have done better?
  -
4. In your current role, how does your organization partner with other government bodies, NGOs, and/or the private sector to support women, youth, and/or persons with disabilities to be more engaged?  
–
5. Does your organization interact with national or international gender equality/social inclusion/women’s institutions, networks, or working groups?
  - If so, what is the nature of these relationships?

##### Agriculture Infrastructure

6. Can you tell me more about your organization’s plans to prioritize gender equality, youth, and social inclusion issues in agriculture, and how does infrastructure play a role?  
–
7. How do people in rural communities access and use roads, marketplaces, food storage facilities? How is that usage different for women? Youth? People with disabilities?  
–
8. What formal and informal mechanisms/groups (e.g. women’s groups, disaster risk reduction committees, or cooperatives) exist to allow people to contribute ideas and meaningfully participate in decision-making in the agriculture infrastructure sector?
  - Are there barriers to participation in these groups?
  - What are those barriers
  - How can they be mitigated?

##### Resilience to Shocks

9. How are families in rural farming communities adapting to shocks/climate change (e.g. flooding, more severe/frequent cyclones, drought, etc.)?  
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10. Is your organization seeing harmful impacts on women, girls, boys, persons with disabilities, or other groups that stem from climate change and/or COVID-19-related events in these communities (e.g. early/forced marriage, migration, etc.)?

- 
11. What are your recommendations for how communities could increase their resilience to such events?

### **Gender-based Violence**

12. Are you aware of sexual harassment and other forms of gender-based violence that occurs in or around roads, marketplaces, storage facilities, transportation, etc.?  
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13. Who does this violence affect most?  
–
14. Has COVID-19 impacted the occurrence of such violence? If so, how?  
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15. How are the government, NGOs, or the private sector working to prevent and respond to sexual harassment and gender-based violence within these areas?

### **For Government Representatives:**

#### **National Context**

16. Can you tell me more about the plans to prioritize gender equality, women, and youth in agriculture/market systems at the national level?  
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17. Are adequate resources being allocated to implementing those plans?

### **For INGO Representatives:**

18. Does your INGO offer gender equality and/or social inclusion training?
  - If so, what is the subject of the training and whom (e.g. staff, government, etc.) is targeted?  
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19. Are there other available gender equality and/or social inclusion training modules for government, NGOs, private sector, and other related officials?  
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### **Closing Questions**

20. What else do you think could be done to expand access and opportunities to women, youth, and/or persons with disabilities with regard to agricultural market activities and infrastructure that we have not already covered?  
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21. Do you have other observations or thoughts to contribute before we conclude?