



FEED THE FUTURE

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



FISCAL YEAR 2023 WORK PLAN

OCTOBER 1, 2022 – SEPTEMBER 30, 2023

FEED THE FUTURE BANGLADESH AGRICULTURAL INFRASTRUCTURE DEVELOPMENT ACTIVITY



USAID
FROM THE AMERICAN PEOPLE

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Submitted by:

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Chief of Party

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ACTIVITY INFORMATION

Activity Name:	Feed The Future (FTF) Bangladesh Agricultural Infrastructure Development Activity
Funded by:	United States Agency for International Development
Activity Start and End Date:	May 28, 2021 – May 27, 2026
Implementing Partner:	PAE Government Services Inc.
Contract Number:	72038821C00002
Major Counterpart Organizations:	Local Government Engineering Department (LGED)
Geographic Coverage	The Zone of Influence (ZOI) consists of Barisal Division (Barisal, Bhola, Jhalokati, Pirojpur, Barguna, and Patuakhali Districts), Dhaka Division (Faridpur, Gopalganj, Madaripur, Rajbari, and Shariatpur Districts), and Khulna Division (Jessore, Jhenaidah, Magura, Narail, Bagerhat, Khulna, Satkhira, Chuadanga, Meherpur, and Kushtia Districts), while the Zone of Resilience (ZOR) consist of Chattagram Division (Cox’s Bazar and Bandarban Districts).

ACRONYMS

Acronym	Definition
A&E	Architecture and Engineering
BHort	USAID's Feed the Future Bangladesh Horticulture, Fruits, and Non-Food Crops Activity
BLNA	Bangladesh Livestock and Nutrition Activity
CSISA MEA	Cereal Systems Initiatives for South Asia Mechanization Extension Activity
CSR	Corporate Social Responsibility
DAM	Dhaka Ahsania Mission
EMMP	Environmental Monitoring and Mitigation Plan
FSE	Field Supervisor Engineer
FTF	Feed the Future
FY	Fiscal Year
IPM	Infrastructure Project Manager
LGED	Local Government Engineering Department
MEL	Monitoring, Evaluation & Learning
MMA	Market Merchants' Associations
MMC	Market Management Committees
O&M	Operation and Maintenance
PSE	Private Sector Engagement
RFP	Request for Proposal
USAID	United States Agency for International Development
WeCARE	Western Economic Corridor And Regional Enhancement
ZOI	Zone of Influence
ZOR	Zone of Resilience

I. INTRODUCTION

The Feed The Future Bangladesh Agricultural Infrastructure Development Activity (Agricultural Infrastructure Activity) seeks to address the infrastructure needs of farmers and related value chain actors through investments in rural roads and associated drainage, market centers, collection centers, and postharvest handling and storage facilities. By investing in rural infrastructure, the activity will increase incomes, create jobs, reduce postharvest losses, improve agricultural productivity and production, and strengthen food security. The activity will provide infrastructure services in the Zone of Influence and Zone of Resilience.

The Agricultural Infrastructure Activity will focus on achieving the following objectives:

- **Increased access to markets for agricultural produce, inputs, and services** by improving transportation and associated drainage systems for agricultural produce, inputs, and services between farms and markets, and by improving the community's capacity to manage and maintain rural roads and associated drainage systems efficiently and sustainability.
- **Enhanced postharvest handling and storage of agricultural produce** by increasing access to and sanitation conditions for postharvest handling and storage facilities, and by improving sustainable operation and maintenance (O&M) of markets and postharvest facilities.
- **Engage the private sector to maximize USAID investment** at the markets targeted by the Agricultural Infrastructure Activity.
- **Build capacity of market actors and community members** around operation and maintenance of markets and roads, respectively.
- **Improved access to markets and postharvest facilities** for women, youth, and other disadvantaged groups.

This work plan outlines the scope of work for the Activity for the upcoming 2023 fiscal year.

2. PROPOSED FISCAL YEAR 2023 ACTIVITIES

2.1 OBJECTIVE 1: INCREASED ACCESS TO MARKETS FOR AGRICULTURAL PRODUCE, INPUTS, AND SERVICES

2.1.1 INTERMEDIATE RESULT 1.1: IMPROVED TRANSPORTATION AND ASSOCIATED DRAINAGE SYSTEMS FOR AGRICULTURAL PRODUCE, INPUTS, AND SERVICES BETWEEN FARMS AND MARKETS

Activity 1: Conduct the feasibility assessment of the Nowpara Market Catchment Road

The Activity team will conduct a feasibility assessment of the Sriramkandi-Paramanandopur Road, also known as 'Nowpara Market Catchment Road.' The Activity partner, the Dhaka Ahsania Mission (DAM), will collect socio-economic and environmental data for the assessment, which the Activity Design Manager will prepare. The feasibility assessment incorporates several subtasks including consulting community stakeholders, identifying the party responsible for the operation and maintenance of the road upon handover, conducting an analysis of socio-economic & environmental consequences analysis, and identifying the associated drainage structure and proposed interventions, among others. The Activity team will submit the feasibility assessment to USAID for approval in Q1 in order to initiate the design services procurement.

Activity 2: Develop the detailed designs of the Nowpara Market Catchment Road

An Architecture and Engineering (A&E) subcontractor will develop the detailed designs of the road and associated drainage systems. They will first submit an inception report detailing out the design phases immediately after the kickoff meeting with the Activity team. The A&E subcontractor will then prepare the site survey and investigation report, followed by detailed designs of the road and associated infrastructure, develop technical specifications for construction, and support construction implementation. The A&E firm will submit the detailed designs of the road in Q2. The Activity Design Manager will guide the subcontractor to ensure the quality of the deliverables. The detailed designs are a contractual requirement that the Activity will submit to USAID for approval prior to initiating the construction procurement and subsequent activities.

Activity 3: Construction procurement for the Nowpara Market Catchment Road

The Activity will submit a bid package to USAID immediately after receiving approval of the detailed designs, which will mark the start of the construction procurement process in Q2. Key procurement steps after approval of the bid package will include issuing the Request for Proposal (RFP), reviewing proposals, finalizing subcontractor selection, and conducting negotiations. The Activity will then send the approval request to subcontract to the Contracting Officer and upon approval will proceed with subcontract award. For the Nowpara Market Catchment Road, the Activity will complete the procurement process in Q3.

Activity 4: Onboard the Field Supervisory Engineer (FSE) for the Nowpara Market Catchment

The Activity will onboard one FSE through DAM for supervision of infrastructure (market, road and associated drainage, etc.) improvements within each Market Catchment. The Activity Infrastructure Project Manager (IPM) will support DAM to develop the FSE's scope of work and will be in charge of overseeing the FSE during the construction phase.

Activity 5: Initiate construction and monitor implementation of the Nowpara Market Catchment Road

The selected subcontractor will commence the construction of the Nowpara Market Catchment Road, namely Paromanandpur (Tarapur) to Sreerumkandhi road, after receiving the notification of award. The PAE team will schedule and conduct a pre-construction conference within 14 days of the contract award. Attendees will include the Chief of Party, Design Manager, IPM, Operations Manager and Monitoring, Evaluation, and Learning (MEL) Manager from PAE, the A&E subcontractor, and the construction subcontractor. The Activity IPM will be in charge of leading the conference and overseeing construction.

Given the existing road conditions, extensive earthworks are required to comply with design requirements. The construction will begin in Q3. However, due to rainfall during the rainy season (Q4), which creates wet surfaces or waterlogging around the road, the earth work will not take place during that quarter. However, work such as drainage structures (if any) can be carried out during Q3 of FY23. The Activity team upon award will analyze the actions with the longest lead time and sequence critical tasks with the construction firm to ensure timely implementation.

Activity 6: Conduct a pre-feasibility assessment of the Beel Aralia Catchment Road

In order to maximize the efficiency of the Activity funds and level of effort, the Activity team will conduct a pre-feasibility assessment of the Beel Aralia Catchment Road in Q1. This shorter concept note will outline the road location and specifications, the identified needs and issues, proposed interventions, and expected impact. This will allow USAID to clear the project to proceed to the full feasibility assessment stage or minimize time and costs expended if the project is rejected.

Activity 7: Conduct a feasibility assessment, obtain detailed designs, and initiate construction procurement for a Beel Aralia Market Catchment Road, subject to approval of the pre-feasibility

If USAID confirms interest in the Beel Aralia Market Catchment Road after reviewing the pre-feasibility, the Activity team will proceed with preparing a feasibility assessment of said road. The feasibility assessment of Beel Aralia Market Catchment Road will follow the same sub-activities as stated in Activity 1. If approved, the Activity will then replicate Activities 2 and 3 during FY23 for this road.

Activity 8: Conduct a pre-feasibility assessment of a third road

In order to maximize the efficiency of the Activity funds and level of effort, the Activity team will conduct a pre-feasibility assessment of a third road. This shorter concept note will outline the road location and specifications, the identified needs and issues, proposed interventions, and expected impact. This will allow USAID to clear the project to proceed to the full feasibility assessment stage or minimize time and costs expended if the project is rejected.

Activity 9: Conduct a feasibility assessment, obtain detailed designs, and initiate construction procurement for a third road, subject to approval of the pre-feasibility

If USAID confirms interest in the Beel Aralia Market Catchment Road after reviewing the pre-feasibility, the Activity team will proceed with preparing a feasibility assessment of said road. The feasibility assessment of Beel Aralia Market Catchment Road will follow the same sub-activities as stated in Activity 1. If approved, the Activity will then replicate Activities 2 and 3 during FY23 for this road.

Activity 10: Conduct a pre-feasibility assessment of a fourth road

In order to maximize the efficiency of the Activity funds and level of effort, the Activity team will conduct a pre-feasibility assessment of a third road. This shorter concept note will outline the road location and specifications, the identified needs and issues, proposed interventions, and expected impact. This will allow USAID to clear the project to proceed to the full feasibility assessment stage or minimize time and costs expended if the project is rejected.

Activity 11: Conduct a feasibility assessment, obtain detailed designs, and initiate construction procurement for a fourth road, subject to approval of the pre-feasibility

If USAID confirms interest in the Beel Aralia Market Catchment Road after reviewing the pre-feasibility, the Activity team will proceed with preparing a feasibility assessment of said road. The feasibility assessment of Beel Aralia Market Catchment Road will follow the same sub-activities as stated in Activity 1. If approved, the Activity will then replicate Activities 2 and 3 during FY23 for this road.

2.1.2 INTERMEDIATE RESULT 1.2: IMPROVED COMMUNITY CAPACITY TO MANAGE AND MAINTAIN RURAL ROADS AND DRAINAGE SYSTEMS EFFICIENTLY AND SUSTAINABILITY

Activity 12: Conduct potential stakeholder mapping and survey sensitization needs related to road planning and maintenance

The Activity will conduct a mapping exercise to identify potential stakeholders and subsequently hold consultative meetings with the community members to identify what the awareness level and capacity are regarding the operation and maintenance of rural roads. This Activity team will carry out this exercise at each site targeted in FY23 in order to best tailor its efforts to each community/end-user group and ensure the Activity can benefit from lessons learned and nuances from various areas.

Activity 13: Develop O&M sensitization materials

Based on the findings of Activity 12, the Activity will develop O&M materials which the O&M capacity building expert working with DAM will use to increase awareness and sensitize the end users and farmers dependent on the rehabilitated road (Activity 14). The materials will focus on conveying best practices, restrictions, encouraged actions, and maintenance suggestions. The specifics of these materials will depend upon the stakeholder consultations in Activity 12 and will be tailored to each community/area targeted prior to diffusion.

Activity 14: Implement awareness-raising sessions for end users of roads

The Activity will organize sensitization sessions with community members/end users (and if relevant other stakeholders) to provide information on best practices, restrictions, encouraged actions, and maintenance suggestions for O&M of the road. The Activity will focus on conveying knowledge and building capacity but also on creating a sense of ownership and responsibility to promote sustainability of the investment.

2.2 OBJECTIVE 2: ENHANCED POSTHARVEST HANDLING AND STORAGE OF AGRICULTURAL PRODUCE

2.2.1 INTERMEDIATE RESULT 2.1: INCREASED ACCESS TO AND SANITATION FOR MARKETS, POSTHARVEST HANDLING, AND STORAGE FACILITIES

Activity 15: Develop detailed designs of Nowpara Market

The Activity has engaged BETS Consulting Services Ltd (BETS) to develop the detailed designs of the Nowpara Market shed, drainage systems, and internal roads. BETS will submit the detailed designs and construction specifications in October 2022 (Q1). The Activity Design Manager will work closely with and supervise BETs during the design activity. The detailed designs are a contractual requirement which the Activity will submit to USAID for approval prior to initiating the construction procurement and subsequent activities.

Activity 16: Construction procurement of Nowpara Market

The Activity will submit a bid package to USAID immediately after receiving approval of the detailed designs, which will mark the start of the construction procurement process in Q1. Key procurement steps after approval of the bid package will include issuing the RFP, reviewing proposals, finalizing subcontractor selection, and conducting negotiations. The Activity will then send the approval request to subcontract to the Contracting Officer and upon approval will proceed with subcontract award. For the Nowpara Market, the Activity will complete the procurement process late in Q1.

Activity 17: Initiate construction and monitor implementation of Nowpara Market

The construction and rehabilitation of the Nowpara Market Center infrastructure will begin in late Q1 or early Q2. The PAE team will schedule and conduct a pre-construction conference at the project site within 14 days of contract award to review responsibilities, personnel assignments, and construction activities that require coordination with other entities, beneficiaries, or the community. The subcontractor and PAE will also discuss submittals, temporary facilities and controls, compatibility of materials and requirements, testing and inspecting requirements, and relevant health, safety, and environmental requirements per the Activity's Health and Safety Plan and Environmental Monitoring and Mitigation Plan (EMMP). Attendees will include the Chief of Party, Design Manager, IPM, Operations Manager and MEL Manager from PAE, the A&E subcontractor, and the construction subcontractor. The Activity IPM will be in charge of leading the conference and overseeing construction with the site's FSE.

Activity 18: Conduct the feasibility assessment of Momen Khar Market

The Activity's survey subcontractor will perform the topographical and engineering survey, including the identification of associated drainage structures where necessary, of the Momen Khar Market under the guidance of the Design Manager.

DAM will collect socio-economic, cost-benefit, stakeholder feedback, and environmental data for the feasibility assessment, which the Activity Design manager will prepare. The feasibility assessment incorporates several subtasks including consulting community stakeholders, identifying the party responsible for the operation and maintenance of the market upon handover, conducting an analysis of socio-economic & environmental consequences, and identifying the proposed interventions, among others. The Activity team will submit the feasibility assessment to USAID for approval in Q1 in order to initiate the design procurement.

Activity 19: Develop the detailed designs of Momen Khar Market

An A&E design subcontractor will develop the detailed designs of the Momen Khar Market and associated drainage systems. The A&E firm will submit the detailed designs and construction specifications in Q3. The Activity Design Manager will work closely with and supervise the A&E firm during the design activity. The detailed designs are a contractual requirement which the Activity will submit to USAID for approval prior to initiating the construction procurement and subsequent activities.

Activity 20: Construction procurement of Momen Khar Market

The construction procurement for Momen Khar Market will follow the same activities as mentioned above under Activity 8.

Activity 21: Initiate construction and monitor implementation of Momen Khar Market

The construction and rehabilitation of the Momen Khar Market Center infrastructure will begin in Q4 for the infrastructure not impacted by the rainy season. The PAE team will schedule and conduct a pre-construction conference at the project site within 14 days of contract award to review responsibilities, personnel assignments, and construction activities that require coordination with other entities, beneficiaries, or the community. The subcontractor and PAE will also discuss submittals, temporary facilities and controls, compatibility of materials and requirements, testing and inspecting requirements, and relevant health, safety, and environmental requirements per the Activity's Health and Safety Plan and EMMP. Attendees will include the Chief of Party, Design Manager, IPM, Operations Manager and MEL Manager from PAE, the A&E subcontractor, and the construction subcontractor. The Activity IPM will be in charge of leading the conference and overseeing construction.

Activity 22: Conduct the feasibility assessment of Beel Aralia Market

The Activity's survey subcontractor will perform the topographical and engineering survey, including the identification of associated drainage structure where necessary, of the Beel Aralia Market under the guidance of the Design Manager.

DAM will collect socio-economic, cost-benefit, stakeholder feedback, and environmental data for the feasibility assessment, which the Activity Design manager will prepare. The feasibility assessment incorporates several subtasks including consulting community stakeholders, identifying the party

responsible for the operation and maintenance of the market upon handover, conducting an analysis of socio-economic & environmental consequences, and identifying the proposed interventions, among others. The Activity team will submit the feasibility assessment to USAID for approval in Q1 in order to initiate the design procurement.

Activity 23: Develop detailed designs of Beel Aralia Market

An A&E design subcontractor will develop the detailed designs of the Beel Aralia Market and associated drainage systems. The A&E firm will submit the detailed designs and construction specifications in Q2. The Activity Design Manager will work closely with and supervise the A&E firm during the design activity. The detailed designs are a contractual requirement which the Activity will submit to USAID for approval prior to initiating the construction procurement and subsequent activities.

Activity 24: Construction procurement of Beel Aralia Market

The Activity will submit a bid package to USAID immediately after receiving approval of the detailed designs, which will mark the start of the construction procurement process in Q3. Key procurement steps after approval of the bid package will include issuing the RFP, reviewing proposals, finalizing subcontractor selection, and conducting negotiations. The Activity will then send the approval request to subcontract to the Contracting Officer and upon approval will proceed with subcontract award. For the Beel Aralia Market, the Activity will complete the procurement process late in Q3.

Activity 25: Initiate construction and monitor implementation of Beel Aralia Market

The construction and rehabilitation of the Beel Aralia Market Center infrastructure will begin in Q4 for the infrastructure not impacted by the rainy season. The PAE team will schedule and conduct a pre-construction conference at the project site within 14 days of contract award to review responsibilities, personnel assignments, and construction activities that require coordination with other entities, beneficiaries, or the community. The subcontractor and PAE will also discuss submittals, temporary facilities and controls, compatibility of materials and requirements, testing and inspecting requirements, and relevant health, safety, and environmental requirements per the Activity's Health and Safety Plan and EMMP. Attendees will include the Chief of Party, Design Manager, IPM, Operations Manager and MEL Manager from PAE, the A&E subcontractor, and the construction subcontractor. The Activity IPM will be in charge of leading the conference and overseeing construction.

Activity 26: Submit the Sadarpur Market Prioritization Report

The Activity will submit the Market Prioritization Report for the Sadarpur Upazila in Faridpur District to USAID for approval in Q1.

Activity 27: Conduct a feasibility assessment and develop detailed designs for a second potential market catchment under the Sadarpur Upazila

The Activity team will review the Sadarpur Upazila market shortlisting to identify a potential second market for improvement. In consultation with USAID, if there is interest in the selected market, the Activity will conduct a feasibility assessment of the site and submit to USAID for approval during Q3. If approved, the Activity will negotiate the design services with the A&E firms and initiate the designs in Q4.

Activity 28: Conduct a feasibility assessment for a third potential market from the approved Modhukhali Upazila if appropriate

The Activity will review the Modhukhali Market Prioritization Report to identify a third potential Market Center. In consultation with USAID, if there is interest in the selected market, the Activity will conduct a feasibility assessment of the site and submit to USAID for approval during Q4.

Activity 29: Prepare the Boalmari Upazila Market Prioritization Report

The Activity will prepare and submit the Market Prioritization Report for the third Upazila in Faridpur District provided that USAID approves this activity. The Activity team will submit the report in Q4.

Activity 30: Conduct a feasibility assessment for one potential market under the Boalmari Upazila

Once the Market Prioritization Report (Activity 29) is approved, the Activity will start conducting the feasibility assessment in Q4 for submission in FY24 Q1.

2.2.2 INTERMEDIATE RESULTS 2.2: IMPROVED SUSTAINABLE OPERATION AND MAINTENANCE OF MARKETS AND POSTHARVEST FACILITIES

Activity 31: Develop the market O&M manual and training plan for the Market Management Committees (MMC)

The Activity Market Management expert will develop a plan for building MMCs' capacity to operate and maintain the markets centers and rehabilitated/constructed infrastructure therein. The manual and training plan will define the procedures and practices for good market governance and management, and support improved integration between MMCs, merchants, and other market actors. The manual and training plan will serve as the basis for the subsequent implementation of the approach by DAM at the targeted market centers. The team will refine the tools according to lessons learned and tailor them to the context of each market.

Activity 32: Implement capacity building of market stakeholders at the Nowpara market

The Activity will organize training or orientation sessions for the relevant market stakeholders at the Nowpara market to build their market O&M capacity. The tentative areas discussed pending the finalization of the O&M manual and training plan will be developing annual market O&M plans, improving revenue generation, increasing transparency in management of the market, improving governance practices, improving conditions for small sellers and women, and improving oversight of leasing to market operators.

Activity 33: Implement capacity building of market stakeholders at the Beel Aralia market

This Activity follows the same tasks as Activity 32 for Beel Aralia.

Activity 34: Implement capacity building of market stakeholders at the Momen Khar market

This Activity follows the same tasks as Activity 32 for Momen Khar.

2.3 CROSS-CUTTING INTERMEDIATE RESULTS

2.3.1 MAXIMIZE PRIVATE INVESTMENT MOBILIZED FOR SUSTAINABLE, TRANSPARENT, AND HIGH-QUALITY INFRASTRUCTURE PROJECTS AS SUPPORTED BY USG ASSISTANCE

Activity 35: Develop a Corporate Social Responsibility (CSR) Approach

The Activity will finalize its Corporate Social Responsibility Approach, which it initiated in FY22, and submit it to USAID for approval. The CSR approach will support the Agricultural Infrastructure Activity engage with corporations whose CSR goals could align with improving rural market conditions in Bangladesh. CSR is one of the approaches the Activity will pursue to attempt to mobilize the private sector to maximize the Activity's impact.

Activity 36: Engage a Private Sector Engagement (PSE) lead through DAM

In FY23, the Activity will continue its efforts to identify a private sector engagement specialist. The search for a consultant who has the right business expertise and awareness of agriculture and infrastructure will be key to leveraging private sector actors' interest in collaborating with the Activity. Once identified, the PAE team will work with DAM to onboard a consultant to pursue the Activity PSE outreach, design, and implementation efforts taking into consideration USAID's 2018 Private Sector Engagement Policy and the Activity's CSR approach.

Activity 37: Approach companies with corporate social responsibility goals with complementarity to the Activity's objectives

As soon as the Activity engages the PSE expert and finalizes the CSR approach, the PSE expert will reach out to the short-listed companies to assess their interest in helping improve market conditions related to strategic partnership areas, e.g., water, sanitation, hygiene, and health investments, solid waste management, and women's facilities. The Activity will first explore the Tier I private companies (highest complementarity), prior to pursuing Tier II companies as delineated in the CSR approach. The DAM PSE expert will help craft win-win propositions for the companies and USAID.

Activity 38: CSR-related partnership exploration and co-design

Following Activity 37, should companies the Activity targeted express interest in a partnership, the Activity will explore co-creation and co-design of the private sector partnership. The Activity and the partner companies will jointly design the partnership by establishing the location, the intervention, the timeline, the intended outcomes, and the budget of the collaboration. The Activity will consult other key stakeholders during design to ensure the adequacy of the intervention for local needs. The design phase will also identify any required support from the Activity in order to obtain the investment from a partner company.

Activity 39: Work with an entrepreneur on establishing viability for a privately managed toilet in a selected market (selected through a separate feasibility study)

The Activity will conduct a feasibility assessment to explore partnerships with entrepreneurs interested in managing privately owned toilet in select markets. The Activity will examine the availability of private

land to build toilets, the business model and income-generation proposition, and work with various actors to ensure buy-in for the project. In FY23, the Activity will conduct the feasibility study and if viable will begin the designs for the toilet. Other tasks may include land ownership transfer and Market Merchants' Associations (MMA) engagement for creation of a cooperative.

2.3.2 IMPROVED ACCESS TO MARKETS AND POSTHARVEST FACILITIES FOR WOMEN, YOUTH, AND OTHER DISADVANTAGED GROUPS

Activity 40: Conduct stakeholder consultations and collaborate with FTF implementing partners to ensure women's participation throughout the infrastructure improvement process

The Activity will facilitate several consultations with women in the public and private spheres during infrastructure improvement planning, design, construction, and O&M activities. The Activity will analyze inclusiveness dynamics, cultural norms, and regulatory practices to adapt the infrastructure improvement activities accordingly with the goal of increasing women's participation. The consultation will focus on the needs of women in the markets, barriers to participation, and involvement in design. The Activity will also coordinate and collaborate with the USAID FTF implementing partners to address gender issues throughout the implementation. The Activity will solicit the readily available information and materials which the implementing partners developed.

Activity 41: Identify the potential for women-friendly infrastructure in the markets in consultation with stakeholders

The Activity will explore building women friendly market infrastructure in the FY23 targeted markets with an objective to increase women's participation in the market system. This may include but is not limited to women's corners, breastfeeding spaces, etc. The Activity will consult with existing women actors, potential beneficiaries, MMCs, MMAs and other stakeholders during the feasibility and designs stages to determine their needs and the feasibility of implementing changes.

2.3.3 INCREASED ENGAGEMENT WITH THE PRIVATE SECTOR TO ENSURE OPERATION AND MAINTENANCE OF SELECT INFRASTRUCTURE

Activity 42: Work with an entrepreneur on establishing viability for a privately managed toilet in a selected market (See Activities 39)

See Activity 39.

3. MONITORING, EVALUATION, AND LEARNING

3.1 INDICATOR TARGETS

Most of the Activity indicator baselines and targets are currently undetermined as the Activity will proceed with baseline surveys in Q1 of FY23 once USAID grants approval of the final MEL Plan. The MEL plan is currently under revision after receiving feedback from USAID on August 4, 2022. This feedback led to the inclusion of two new USAID PSE indicators (indicators 14 and 15) and the deletion of the former indicator number 4 '*Reduction in travel time transporting agriculture commodities to market as a result of USG assistance*'. The Activity will submit the next version of the MEL plan by September 2022.

The following table outlines the Activity indicators and provides FY23 targets. Some baselines and targets for subsequent years are dependent on identification of projects and therefore will be determined during each year's work planning process. Many indicators for construction read as zero not because construction will not take place in FY23 but because the calculation methodology requires an entire road/market to be constructed fully before recording the kilometers/centers. Therefore, targets are mainly set for FY24 but depending on the feasibility assessments and identification of projects the targets for FY24 may change.

Table 1. Activity Performance Monitoring Plan

No.	Indicator	Type C = Custom S = Standard	Unit of Measure	Level of Disaggregation	Baseline	Target						Data Collection Method	Frequency
						FY21/22	FY23	FY24	FY25	FY26	Cum. or EOP		
Goal: Increased availability of quality agricultural produce for domestic, regional, and international markets.													
Intermediate Result 1: Increased access to markets for agricultural produce, inputs, and services													
Sub-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	S	Kilometer	Improved/ Constructed	0	0	0	1.2	TBD	TBD	TBD	Activity report, physical observation	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	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	Seasons (peak, off peak); Time hat, non-hat)	0	0	0	TBD	TBD	TBD	TBD	Sample survey; interviews and focus groups	Annual
Sub-IR 1.2 Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability													
5	Number of participants trained on road and drainage system proper use and maintenance	C	Number	Sex; Affiliation (private sector, LGED, etc.)	0	0	0	15	20	15	50	Primary Data – Training Attendance	Quarterly
Intermediate Result 2: Enhanced postharvest handling and storage of agricultural produce													
Sub-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.	C	Number	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	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	market center/ collection center	0	0	0	TBD	TBD	TBD	TBD	Interviews and focus groups; center records	Annual
Sub-IR 2.2 Improved sustainable operation and maintenance of markets and postharvest facilities													
9	Number of rehabilitated market centers with effective land use plans	C	Number	N/A	0	0	0	1	1	TBD	TBD	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	TBD	TBD	TBD	TBD	Activity records, Annual Monitoring Checklist	Annual

No.	Indicator	Type C = Custom S = Standard	Unit of Measure	Level of Disaggregation	Baseline	Target						Data Collection Method	Frequency
						FY21/22	FY23	FY24	FY25	FY26	Cum. or EOP		
11	CBLD-9 Percent of USG-assisted organizations with improved performance	S	Percentage	Organization type	0	0	0	3	TBD	TBD	TBD	Activity records, Annual Monitoring Checklist	Annual
Cross-Cutting IRS													
12	Number of women-friendly sanitation facilities (toilets/space allocation/water supply) constructed/rehabilitated to increase women participation in the market system	C	Number	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	1	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	1	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	0	0	TBD	TBD	TBD	TBD	TBD	Activity records, Annual Monitoring Checklist	Annual

3.2 MEL ACTIVITIES

The major MEL activities for FY23 are included below:

- Finalize the Activity MEL plan
- Refine the Strategic Communication Strategy based on the Strategic Communications Plan
- Conduct baseline survey data collection
- Organize quarterly Pause and Reflect workshops
- Capture lessons learned to adapt into programmatic strategies
- Develop success stories, best practices, learning briefs, etc.
- Develop a standard database management system
- Conduct periodic data collection
- Report into USAID's Development Information Solution

4. ACTIVITIES GANTT CHART

The table below provides a timeline for the activities listed in Section 2 of the workplan.

Table 2. Activities GANTT chart

	Q1	Q2	Q3	Q4
Objective 1: Increased access to markets for agricultural produce, inputs, and services				
Intermediate Result 1.1: Improved transportation and associated drainage systems for agricultural produce, inputs, and services between farms and markets				
Nowpara Market Catchment Road				
Activity 1: Conduct the feasibility assessment of the Nowpara Market Catchment Road	X			
Activity 2: Develop the detailed designs of the Nowpara Market Catchment Road		X		
Activity 3: Construction procurement for the Nowpara Market Catchment Road		X	X	
Activity 4: Onboard the Field Supervisory Engineer for the Nowpara Market Catchment			X	
Activity 5: Initiate construction and monitor implementation of the Nowpara Market Catchment Road			X	X
Beel Aralia Market Catchment Road				
Activity 6: Conduct a pre-feasibility assessment of the Beel Aralia Catchment Road	X			
Activity 7: Conduct a feasibility assessment, obtain detailed designs, and initiate construction procurement for a Beel Aralia Market Catchment Road, subject to approval of the pre-feasibility	X	X	X	
Third TBD Catchment Road				
Activity 8: Conduct a pre-feasibility assessment of a third road		X		
Activity 9: Conduct a feasibility assessment, obtain detailed designs, and initiate construction procurement for a third road, subject to approval of the pre-feasibility			X	X
Fourth TBD Catchment Road				
Activity 10: Conduct a pre-feasibility assessment of a fourth road		X		
Activity 11: Conduct a feasibility assessment, obtain detailed designs, and initiate construction procurement for a fourth road, subject to approval of the pre-feasibility			X	X
Intermediate Result 1.2: Improved community capacity to manage and maintain rural roads and drainage systems efficiently and sustainability				
Activity 12: Conduct potential stakeholder mapping and survey sensitization needs related to road planning and maintenance		X	X	
Activity 13: Develop O&M sensitization materials				X
Activity 14: Implement awareness-raising sessions for end users of roads				X
Objective 2: Enhanced postharvest handling and storage of agricultural produce				
Intermediate Result 2.1: Increased access to and sanitation for markets, postharvest handling, and storage facilities				
Nowpara Market				
Activity 15: Develop detailed designs of Nowpara Market	X			
Activity 16: Construction procurement of Nowpara Market	X			
Activity 17: Initiate construction and monitor implementation of Nowpara Market	X	X	X	X
Momen Khar Market				
Activity 18: Conduct the feasibility assessment of Momen Khar Market	X			
Activity 19: Develop the detailed designs of Momen Khar Market		X	X	
Activity 20: Construction procurement of Momen Khar Market			X	X
Activity 21: Initiate construction and monitor implementation of Momen Khar Market				X
Beel Aralia Market				
Activity 22: Conduct the feasibility assessment of Beel Aralia Market	X			
Activity 23: Develop detailed designs of Beel Aralia Market		X	X	
Activity 24: Construction procurement of Beel Aralia Market			X	X
Activity 25: Initiate construction and monitor implementation of Beel Aralia Market				X

	Q1	Q2	Q3	Q4
Sadarpur Upazila				
Activity 26: Submit the Sadarpur Market Prioritization Report	X			
Activity 27: Conduct a feasibility assessment and develop detailed designs for a second potential market catchment under the Sadarpur Upazila		X	X	X
Modhukhali Upazila				
Activity 28: Conduct a feasibility assessment for a third potential market from the approved Modhukhali Upazila if appropriate			X	X
Boalmari Upazila				
Activity 29: Prepare the Boalmari Upazila Market Prioritization Report			X	X
Activity 30: Conduct a feasibility assessment for one potential market under the Boalmari Upazila				X
Intermediate Result 2.2: Improved sustainable operation and maintenance of markets and postharvest facilities				
Activity 31: Develop the market O&M manual and training plan for the Market Management Committees		X		
Activity 32: Implement capacity building of market stakeholders at the Nowpara market			X	X
Activity 33: Implement capacity building of market stakeholders at the Beel Aralia market			X	X
Activity 34: Implement capacity building of market stakeholders at the Momen Khar market			X	X
Cross-Cutting Intermediate Results				
Maximize private investment mobilized for sustainable, transparent, and high-quality infrastructure projects as supported by USG assistance				
Activity 35: Develop a Corporate Social Responsibility Approach	X			
Activity 36: Engage a Private Sector Engagement lead through DAM	X	X		
Activity 37: Approach companies with corporate social responsibility goals with complementarity to the Activity's objectives		X		
Activity 38: CSR-related partnership exploration and co-design			X	X
Activity 39: Work with an entrepreneur on establishing viability for a privately managed toilet in a selected market (selected through a separate feasibility study)		X	X	X
Improved access to markets and postharvest facilities for women, youth, and other disadvantaged groups				
Activity 40: Conduct stakeholder consultations and collaborate with FTF implementing partners to ensure women's participation throughout the infrastructure improvement process	X	X	X	X
Activity 41: Identify the potential for women-friendly infrastructure in the markets in consultation with stakeholders	X	X		
Increased engagement with the private sector to ensure operation and maintenance of select infrastructure				
Activity 42: Work with an entrepreneur on establishing viability for a privately managed toilet in a selected market (see Activity 39)		X	X	X

5. COLLABORATION STRATEGY

The activity will collaborate with different partners and stakeholders to leverage resources, maximize impact, and implement effective interventions. The Activity will consult the FTF IPs during the site selection, project feasibility, and implementation phases.

Feed the Future Bangladesh Cereal Systems Initiatives for South Asia Mechanization Extension Activity (CSISA MEA): The CSISA MEA, led by the International Maize and Wheat Improvement Center, has been working in the ZOI to increase the competitiveness and efficiency of domestic and private sector-led agricultural machinery manufacturing, assembly, use, and servicing. The Feed the Future Bangladesh Agricultural Infrastructural Development Activity will tap into readily available local resources of CSISA MEA to identify potential farm roads.

Feed the Future Bangladesh Livestock and Nutrition Activity (BLNA): The FTF BNLA implemented by ACDI/VOCA has several awareness and advocacy programs with market management committees in the Modhukhali Upazila where the Feed The Future Bangladesh Agriculture Infrastructure Development Activity works as well. The Activity will consult with BLNA during the selection of the markets, and capacity-building activities of the MMCs/MMAs.

USAID’s Feed the Future Bangladesh Horticulture, Fruits, and Non-Food Crops Activity (BHort): The BHort Activity led by Chemonics International Inc. helps agribusinesses work more closely with farmer-clients, providing information that boosts productivity and production of quality horticulture, fruits, and non-food crops that meet international standards. BHort strengthens the value chain, linking Bangladeshi smallholder commercial farmers with other actors and increasing the efficiency of the market system in meeting domestic and international demands resulting in a more competitive private sector, which increases farmers’ income. The Feed The Future Bangladesh Agricultural Infrastructure Development Activity will collaborate with the BHort to identify the potential markets where horticulture produce is prioritized.

‘Nobo Jatra’ – New Beginning: USAID’s Resilience Food Security Activity Nobo Jatra Activity implemented by World Vision Bangladesh works to improve gender equitable food security, nutrition, and resilience for vulnerable populations in southwest Bangladesh. The Feed The Future Bangladesh Agricultural Infrastructure Development Activity will collaborate with Nobo Jatra to share technical documents for cross learning and mobilizing small women farmers to markets.

World Bank’s Western Economic Corridor And Regional Enhancement (WeCARE) project: The WeCare project provides efficient, safe, and resilient connectivity along a section of a regional transport corridor in western Bangladesh and strengthens road sector management. The WeCARE and the Feed The Future Bangladesh Agricultural Infrastructure Development Activity have a common interest in improving rural roads that connect to the local markets and collection centers, and community market infrastructure development. The Activity will collaborate with WeCARE to exchange technical expertise for developing market land use policy; model market masterplans; and market health, food safety, waste management, maintenance, gender inclusiveness, hygiene, and COVID-19 guidelines.

6. ENVIRONMENTAL, CLIMATE RISK, AND GENDER CONSIDERATIONS

6.1 ENVIRONMENTAL AND CLIMATE RISKS

The Activity developed an EMMP following USAID and Government of Bangladesh environmental requirements. The site specific environmental and climate risk mitigation measures will be carefully applied during the infrastructure improvement process, particularly the construction of market center infrastructure and roads. The Activity will collect data and information on the potential environmental consequences and risks that could arise during or after the construction for each site and work with all subcontractors to follow the Activity's established policies and procedures. To this end, the Activity will analyze the effect of potential climate change in the form of water logging, agricultural mechanization, air quality, topsoil removal, construction waste production, demolition for construction, deforestation, and sound pollution due to construction works.

In addition, the Activity will set robust monitoring and follow-up mechanisms during construction. The Activity will rely on the Field Supervisory Engineers, the IPM, the MEL Manager, and community surveyors as monitoring focal points for continuous monitoring and reporting on the EMMP measures. The Quality Manager will help develop checklists and environmental examination questionnaires prior to any construction activities.

6.2 GENDER

The USAID Feed The Future Bangladesh Agricultural Infrastructure Development Activity will rely on its Gender Analysis to continue identifying gender-related disparities, barriers, social norms, patterns of decision-making, and challenges that influence women's meaningful participation in market systems. The ultimate objective of this analysis is to promote the meaningful participation of women in the project activities and address the challenges they face. The Activity will tailor its construction planning, designing, monitoring, and learning based on the findings and will provide training to subcontractors to ensure gender is a key consideration throughout construction.

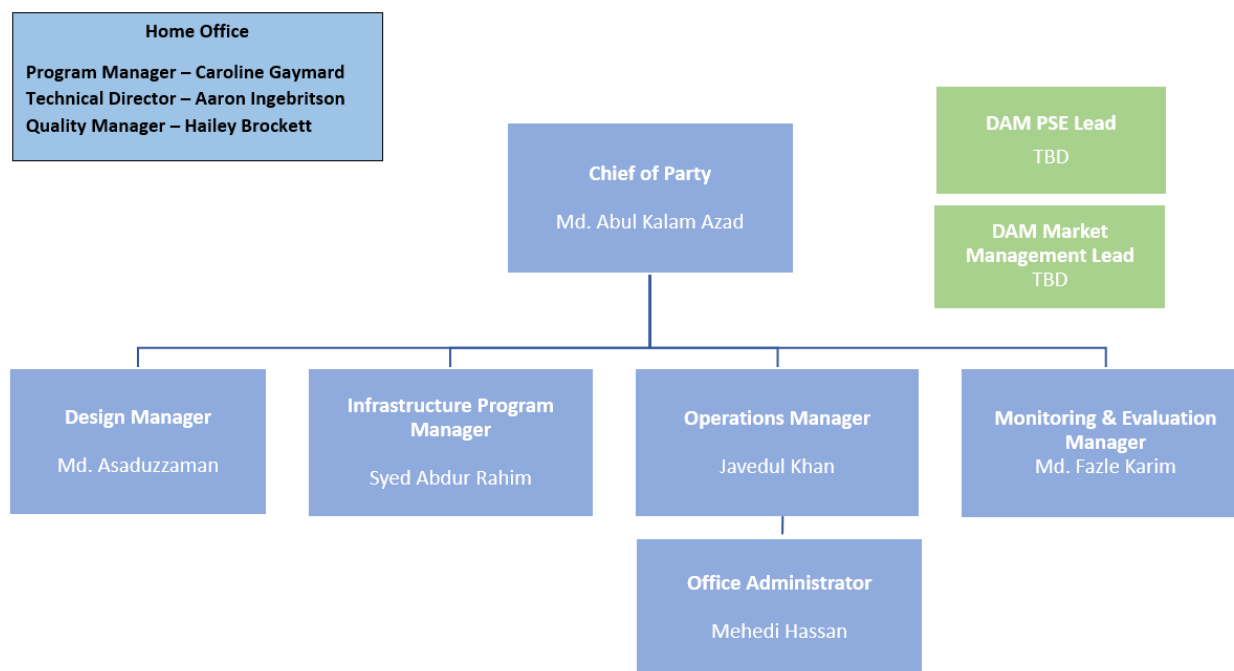
The Activity MEL Plan will ensure sex disaggregation of indicators as well as the inclusion of the collection of both quantitative and qualitative data on women's participation and empowerment.

7. STAFFING

7.1 ORGANIZATIONAL CHART

The organizational chart for the Agricultural Infrastructure Activity in FY23 is included below. The organizational chart shows the six full time PAE staff members, key home office support personnel, and key DAM positions. Depending on upcoming funding discussions with USAID, the Activity may add a DAM Gender Specialist to the organizational chart.

Figure I. Organizational Chart



7.2 PLANNED CONSULTANCIES FOR FY23

In order to set-up the market management capacity building key documents and approach, the Activity will engage a consultant in FY23. The expert will develop the manual and training plans which DAM will then use to implement trainings.

Additionally, the Activity will reserve a few hours in the agreement with the CSR consultant engaged in FY22 in case the PSE expert requires some small ad hoc support in FY23.

Based on the current activities, due to the PAE team’s capacity and anticipated DAM support, no other consultancies are envisioned at this time.

7.3 PROPOSED DHAKA AHSANIA MISSION SUPPORT FOR FY23

In FY23, the Activity partner DAM will support data collection in the Nowpara, Mazumdar, and Beel Aralia Market Catchments including socio-economic and environmental data through community and stakeholder consultations for feasibility assessments. The Activity will also require DAM support for

data collection for any feasibility assessments of additional markets in the Modhukhali and Sadarpur Upazilas.

In addition, DAM will carry out capacity building of market actors using the market O&M manual and training plan. Moreover, in FY23, the Activity will rely on DAM to onboard a consultant to pursue the Activity PSE outreach, design, and implementation efforts taking into consideration of the USAID's 2018 Private Sector Engagement Policy and the Activity's CSR approach. Depending on the funding discussions with USAID, DAM will also engage a gender specialist who will work with the Activity team on carrying out the activities related to increasing women's participation in rural markets.

The Agricultural Infrastructure Activity will also engage DAM to conduct a Market Prioritization Survey of the Boalmari Upazila. Subsequently, DAM will help conduct the feasibility assessment of one potential market once USAID approves the Market Prioritization Report.

The Activity also intends to engage DAM to support MEL efforts for the baseline survey data collection and to establish a continuous data flow mechanism for capturing successes and lessons.

8. PROPOSED BUDGET

Table 3. Anticipated FY23 budget

Line Item	Amount
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]