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SHOUHARDO III Plus

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List of Acronyms and Abbreviations

AOR	: Agreement Officer's Representative
ARR	: Annual Results Report
PaBS	: Participant Based Survey
CARE	: Cooperative for Assistance and Relief Everywhere (operating under the name CARE Bangladesh)
CoP	: Chief of Party
DQA	: Data Quality Assessment
FtF	: Feed the Future
GIS	: Geographical Information System
GoB	: Government of Bangladesh
ICT	: Information and Communications Technology
ITT	: Indicator Tracking Table
M&E	: Monitoring & Evaluation
MIS	: Management Information System
PEP	: Poor & Extreme Poor
PIRS	: Performance Indicator Reference Sheet
PNGO	: Partner Non-Government Organization
PTS	: Participants Tracking System
SHOUHARDO	: Strengthening Households Ability to Respond to Development Opportunities
STREAM	: System for Tracking Results and Evidence for Adaptive Management
ToC	: Theory of Change
USAID	: United States Agency for International Development
USG	: United States Government
CDCS	: Country Development Cooperation Strategy

I Introduction

In September 2022, CARE was awarded a two-year Cooperative Agreement No. 72038822CA00007 by the United States Agency for International Development (USAID) to lead the *SHOUHARDO III Plus*. Prior to this award, CARE Bangladesh implemented the “Strengthening Household Ability to Respond to Development Opportunities III” (SHOUHARDO III). SHOUHARDO III aimed to improve gender equitable food security, nutrition, and resilience of vulnerable people in Bangladesh by 2022. The activity promoted enduring change for 168,521 poor and extremely poor households in eight vulnerable districts in Char and Haor regions, 23 Upazilas, and 115 unions of Bangladesh. To achieve these goals, programming layered, sequenced, and integrated technical interventions to meet the needs of Poor and Extreme Poor (PEP) communities while simultaneously investing in social, economic, and institutional capital to prepare a foundation for future activities. Activities were directly implemented by local Partner NGOs (PNGOs) between 2016 and 2020. In the activity extension phase, Local Service Providers (LSP), were identified and supported with the intention that these government and private service providers would sustain the provision of services after the end of SHOUHARDO III.

Considering the successes of the Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO) III (*predecessor program*) and the evolving needs of the PEP households as a result of the ongoing global food crisis and the lingering impact of COVID-19, the SHOUHARDO III Plus activity focuses on sustaining the outcomes of the SHOUHARDO III (increasing equitable access to income and nutritious foods for youth, women, and men). The activity will work with participants to pursue diversified sources of income, support inclusive and sustainable agricultural-led growth, enhance access to markets, especially for women and girls, and improve access to financial services for PEP participants. Secondly, the activity will focus on improving and sustaining the nutritional status of children under five years of age, pregnant and lactating (P&L) women, and adolescent girls. This will be done by continuously engaging and linking the activity facilitated Local Service Providers (LSP) with the government and private sector, as well as promoting increased consumption of nutritious foods and micro-nutrients for children under five years of age, P&L women, and adolescent girls.

Across these result areas, SHOUHARDO III Plus will build upon its integration approach to programming by prioritizing private sector engagement, gender, governance, and Disaster Risk Reduction (DRR). This approach refers to how the activity works with different tiers of government and stakeholders to achieve results and its overall goal of delivering improved, gender-equitable, and resilient food and nutrition security to vulnerable households of the Char and Haor regions in Bangladesh by 2024. The SHOUHARDO III Plus activity builds upon the achievements and progress of SHOUHARDO III and will be implemented by the existing five Partner Non-Government Organizations (PNGOs) with technical and managerial support from experienced CARE Bangladesh staff. All partners have a long record of high-quality activity implementation, including the successful implementation of activities under SHOUHARDO III. The activity will continue to provide more emphasis on strengthening LSPs to ensure sustained access to required services by the PEPs beneficiaries beyond program life.

CARE's SHOUHARDO III Plus Activity Monitoring, Evaluation, and Learning (MEL) Plan is grounded in principles on efficient generation and use of information to guide evidence-

based decision making, promoting a learning culture, and also to inform USAID and key stakeholders about the progress that the activity has made. As stated prior, SHOUHARDO III Plus will be implemented in the same geographic areas as SHOUHARDO III. Under SHOUHARDO III, all households were covered through direct interventions, whereas in the SHOUHARDO III Plus Activity, interventions are only geared to ensure sustained access to required services by the PEPs beneficiaries beyond the life of the activity. Specifically, SHOUHARDO III Plus implements capacity building activities for LSPs and linkage-building with the public and private sectors. Table I (SHOUHARDO III Plus Activity Result Framework) highlights important assumptions about the interventions that can be attributed to the SHOUHARDO III Plus Activity. The proposed MEL system allows the activity to assess progress towards its goal and objectives; provide valuable information on activity targets to adjust interventions as needed; measure activity sustainability; foster a culture of learning and self-reflection; and ensure adaptive management.

SHOUHARDO III Plus Activity MEL Plan is primarily built on the activity Log Frame and Theory of Change (ToC). The necessary components for such an approach include meaningful performance indicators, appropriate data collection tools, the timeline for efficient data collection, a clear process of data quality assessment, and an efficient feedback mechanism for sound decision-making. Considering SHOUHARDO III Plus' strategy, the activity includes a total of 20 indicators, including Feed the Future (FtF), USAID standard F indicators, and custom indicators (to meet the SHOUHARDO III plus activity requirements). To measure the results, the Activity MEL Plan includes routine monitoring, outcome and process monitoring, and Participant Based Surveys (PaBS) to make informed management decisions. SHOUHARDO III Plus' MEL system employs Information Communication Technology (ICT) for smooth and real-time data collection, management, and analysis. Data will be collected by broader programmatic aspects and disaggregated by key attributes specified by USAID.

The MEL system and process are adaptive in their design and functionality yet focus on essential requirements to ensure cost-effectiveness and effective resource use. The Activity MEL Plan for SHOUHARDO III Plus is designed for two years (i.e., FY-2023 and FY-2024) and should be revised and updated as needed in response to implementation milestones, changes in the activity, or changes in the activity's context that occur during the life of the activity. For any kind of modification/changes in the Activity MEL Plan, USAID review and approval processes should be followed, as per USAID policies and guidance. Review and approval of the Activity MEL Plan should be done on an annual basis.

1.1 Activity Development Hypothesis

The Theory of Change for SHOUHARDO III Plus is based on its overall goal of achieving improved gender equitable and resilient food and nutrition security for PEP households in Northern Bangladesh. This will be achieved by building on the successes of implementing inclusive and sustainable agriculture and livelihood interventions along with improved nutrition for women and children. Progress on this pathway will be facilitated by the adoption of climate-smart practices, improved and diversified production, greater commercial and market orientation, and access to financial services. It also includes expanding and diversifying livelihood opportunities outside of agriculture to enable vulnerable populations – women, men, and youth – to move out of agriculture to increase their income and diversify and reduce livelihood risk.

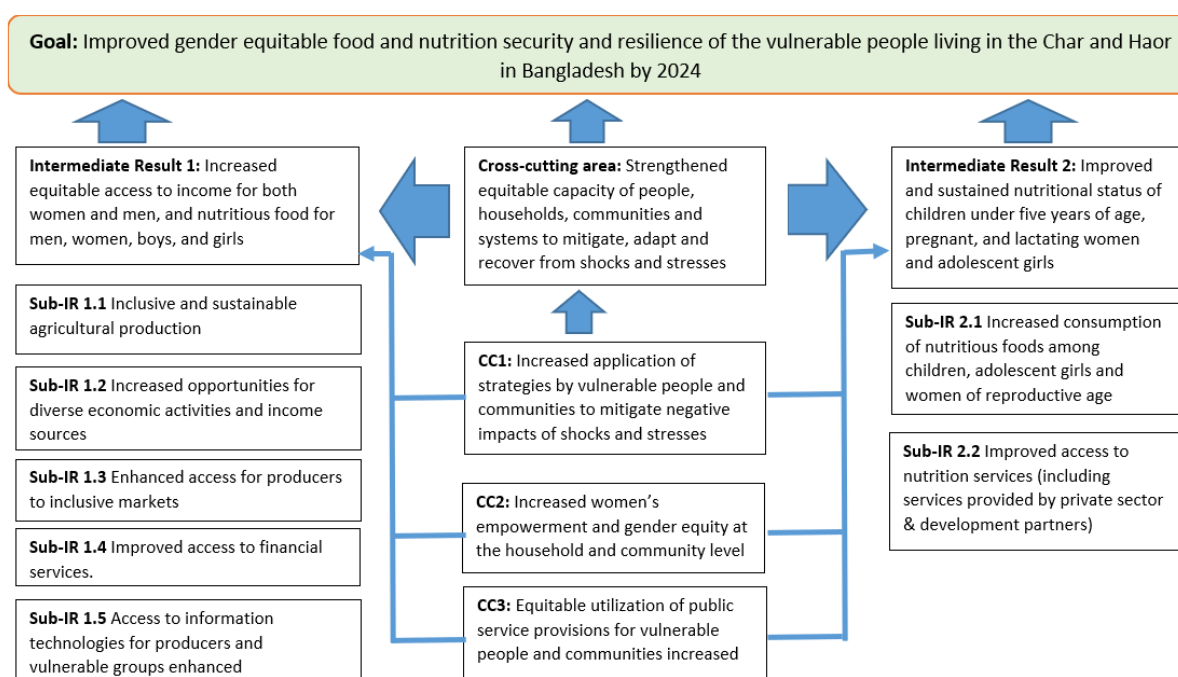
The SHOUHARDO III Plus Theory of Change posits that:

- IF opportunities, both on and off-farm, are inclusive, diversified, and meet the needs and aspirations of vulnerable people.
- IF markets and financial systems and actors are strengthened, more resilient, and incentivized to create, expand, and diversify livelihood opportunities at scale;
- IF vulnerable populations (especially P&L women and children under five (CU5)) have the abilities, knowledge, and agency to pursue their nutrition needs, including nutrition-dense food; and
- IF social exclusion and discriminatory gender norms toward youth, women, and girls that constrain their ability to do so are effectively addressed.
- THEN vulnerable people and households living in the Char and Haor areas will be more resilient, enabling them to improve their food and nutrition security sustainably.

I.2 Logic Model

The SHOUHARDO III Plus logic model is based upon the program's ToC and was designed in accordance with the Country-Specific Information for Bangladesh and USAID Country Development Cooperation Strategy (CDCS) for Bangladesh. The result framework is linked to the "Development Objective (DO) 2: "Enhanced opportunities for an inclusive, healthy society, robust economy" and Development Objective (DO) 3: "Strengthened resilience to shocks and stressors". The program design is also consistent with CARE's Unifying Program Framework for Poverty Eradication and Social Justice. The Log frame summarizes the goals, intermediate Results area, and key outcomes (Sub-IRs) that the Activity commits to achieve from the ToC.

Logical Framework:



Description for IRs (as per proposal narrative)

Intermediate Result 1: Increased equitable access to income for both women and men, and nutritious food for men, women, boys, and girls

SHOUHARDO III Plus will sustain the production of crops, livestock and fisheries, and income for PEP participants. The activity will scale this up by engaging private and public service providers and linking them with participants so that they can receive adequate services such as receiving quality inputs (e.g., seeds, feed, fertilizers and tools) and technical knowledge. *SHOUHARDO III* participants have improved management practices/technologies through the years, but with the latest annual survey, the performance indicator dropped from nearly 100% in FY19 and FY20 to 93.8% (329 of 361) in FY21. Furthermore, from the same survey, only 91.5% (323 of 361) of producers reported that they used improved inputs. Moving forward, to achieve improved production diversity and agricultural technology acceleration efforts, the activity will work on strengthening LSP capacity in terms of procuring and providing essential inputs (e.g., cattle feed, seeds), creating an enabling environment for companies (e.g., inputs and outputs), training on entrepreneurship skills (including ‘soft skills’ such as recordkeeping and basic accounting), supporting PEP producers to access the market, and linking PEP with public service sources.

The LSP training will integrate nutrition-sensitive and climate-smart technologies in entrepreneurship development for 1,576 LSPs. This aims to provide stable employment and entrepreneurship both for LSPs and participants. There are four categories of agriculture-based LSPs – vaccinators, seed agents, fish fry hawkers, and collectors who work with PEP producers. These LSPs are connected with the private sector and public agencies (Government of Bangladesh’s Department of Agricultural Extension, Department of Fisheries, Department of Livestock), which can also improve with additional years, by further strengthening and solidifying linkages between LSPs and these stakeholders. With a solid linkage in place, the LSPs can communicate on their successes and challenges, as well as seek opportunities for relevant support such as accessing technical advice on certain issues that they face in service delivery. The activity will, at the same time, ensure that the LSPs use digital services and have access to essential apps such as *Krishoker Janala*, *Fosholi*, and *Livestock Dairy* to continue learning about up-to-date agricultural information and technology. All of this benefits the activity participants, particularly women, who are involved in homestead production (vegetables, poultry, and livestock) both for selling and consumption. The LSPs also play a role in enhancing a business-enabling environment where they develop long-term relationships with PEP participants that go beyond any Activity duration, and also build and strengthen relationships among local actors. The activity’s extension period will work on increasing PEP participants’ uptake of LSP services, which is already supported by the local government by identifying appropriate service charges. In addition, the activity will support LSPs to identify and respond to the specific needs of male and female producers and those of varying literacy levels.

SHOUHARDO III Plus will continue to strengthen markets and trade by building on the successes of [private sector engagements](#). As of FY22, *SHOUHARDO III* has mobilized at least 50 private companies working in the eight districts of Northern Bangladesh. Farmers living in the Char and Haor regions continue to struggle with the issues of obtaining a fair price for their products. The activity will continue to promote solutions, such as engaging collectors to supply small production from farm gates and/or linking institutional buyers (e.g., Bengal Meat for cattle, and Aftab Feed Ltd., Kazi Farms, and Fresh Group for maize)

including using online platforms (e.g., [ekShop](#)). SHOUHARDO III has a Memorandum of Understanding (MoU) with ekShop, a government initiative, and has used this platform to begin linking producers to the formal market. *SHOUHARDO III Plus* will continue to bridge producers and different platforms by engaging local entrepreneurs. To support this process, the activity will establish business hubs at the district level to be used as connecting points between producers and buyers. Moreover, *SHOUHARDO III Plus* will promote highly valued crops suitable for PEP farmers that are tailored to the Char and Haor contexts (e.g., maize, chili, pumpkin for Char, and duck for Haor) throughout its production venture. This will be done by capitalizing on SHOUHARDO III's experience in value chain development and also by facilitating open discussions between producers and buyers.

Another important factor that will help achieve this objective during the extension period is improving PEP participants' access to financial services. SHOUHARDO III has already established significant results on this by successfully implementing and rolling out CARE's global model on financial inclusion through Village Savings and Loan Associations and in establishing VSLA agents who form groups known as *Sanchay Sathis* (in English: "savings companions"). The *Sanchay Sathis* are equipped with smartphones and have been trained on forming and maintaining VSLA groups on their own. A total of 394 *Sanchay Sathis* have been trained thus far and have formed over 1,200 VSLA groups (with an average of 25 members each) reaching adult female and male participant groups, as well as adolescent boys and girls. With the additional time frame , the activity will build upon the *Sanchay Sathi* network at the district levels for linkage building and accessing resources, forming additional VSLAs in all 945 SHOUHARDO III villages, and also maximizing the use of *Sanchay Sathi* app for managing VSLAs.

SHOUHARDO III arranged sub-district level linkage meetings with the *Sanchay Sathis* and Upazila administration to recognize their contributions in community development. *SHOUHARDO III Plus* will develop the district/sub-district level *Sanchay Sathi* network. This network will play a vital role in the long-term sustainability of the *Sanchay Sathis* and future use of *Sanchay Sathi* app. Collectively, they will be able to procure the required VSLA kits to reduce the starting costs of group formation and earn from selling the kits. At the same time, the *Sanchay Sathis* themselves will be trained to use these apps on their own, with local partners providing support. The activity will promote the app among potential users within the activity areas, and explore the opportunity to collaborate with other development organizations to add other mobile financial service applications, where feasible.

Like the other LSPs, the *Sanchay Sathis* will also receive training on entrepreneurship and soft skills development. Specifically, the training will cover linkages with e-commerce platforms like Ekshop, Daraz, regional e-commerce sites, and Facebook marketplace.⁶ They will also be trained in other relevant service industries, such as courier services, postal, packaging, and marketing. Moreover, the activity will continue linking LSPs and activity participants with institutional buyers in both online and offline platforms to extend the market access of the producer participants in remote areas.

The activity conducted a study on incorporating VSLAs in [Bangladesh's national financial inclusion policy](#) and shared the findings through the USAID workshop with the essential stakeholders, including those at policy-level, including the Bangladesh Bank, the Ministry of Finance and the Economic Related Division. In *SHOUHARDO III Plus*, CARE and other USAID partners will work together to facilitate the inclusion of VSLAs in the financial inclusion policy of Bangladesh to ensure that the contributions of VSLAs are recognized and adopted.

In addition, the activity will link the *Sanchay Sathis with Agent Banking* and other financial service providers in collaboration with the central bank of Bangladesh.

The inclusion of women and girls, particularly new brides and young mothers, as well as other youth, will be incorporated in achieving this result area. Findings from SHOUHARDO III longitudinal study, [Fostering Learning and Adaptation in Resilience Building \(FLAIRb\)](#) indicate that the participation of pregnant and lactating women (PLW) in youth groups declined post- COVID. In response, the activity will work with LSPs to identify issues preventing participation, ensure flexible timing of meetings, and adopt a synchronized approach for engagement of PLWs and their husbands in youth groups. *SHOUHARDO III Plus* will mobilize adolescent girls, new brides, and young mothers' groups in 250 priority villages to increase their agency. They will receive entrepreneurship training to access learning opportunities and livelihood options. The activity will also continue to provide need-based support to community groups in general. This will maintain their cohesion, problem-solving, and linkage building capacities. In the villages where service provision is scarce, the activity will intensify both the supply-and-demand sides so participants will have a better grasp of why paying for quality services can help improve their livelihoods and health and nutrition status. These efforts will not overlap with SHOUHARDO III DRR safety-net activities.

Intermediate Result 2: Improved nutritional status of children under five years of age, pregnant and lactating women and adolescent girls

Over the years, SHOUHARDO has been known for its [evidence](#) that shows empowering women contributes to lowered stunting and wasting among children. The activity has carefully considered women and children in its nutrition interventions that collectively work to reduce mortality, morbidity, and food insecurity. In this regard, and as detailed in the previous objective, *SHOUHARDO III Plus* nutrition activities are closely tied to agricultural production and increasing diet diversity. This will be implemented by mobilizing LSPs Blue Star Providers (BSP) and Private Community Skilled Birth Attendants (PCSBAs) who are present in the communities especially in remote locations who engage directly with women, children, and youth on their nutrition-related needs.

The activity has been implementing nutrition education through Social and Behavior Change Communication (SBCC) interventions to improve maternal diets, nutrition during pregnancy, exclusive breastfeeding, and infant and young child feeding (IYCF) practices. The activity tapped into the opportunity to hold discussions with men and boys on topics such as COVID-19 awareness and vaccination, telemedicine services, exclusive breastfeeding especially for mothers who are affected by COVID-19, nutrition during pregnancy, four antenatal care checkups (ANC), and complementary feeding for children under 2 years of age. SHOUHARDO III used cable TV network channels to broadcast SBCC that reached 46,081 beneficiaries with messages on health and nutrition topics, preventing gender-based violence (GBV), and child marriage. *SHOUHARDO III Plus* will continue to scale up raising awareness on nutrition-related messages, including producing nutritious food through homestead gardening, rearing poultry and cattle, and promoting IYCF and pregnancy care for women and children. Youth will also be mobilized in this regard given their familiarity in using technology to disseminate messages via online platforms, and even conducting house-to-house dissemination.

The activity's [FY21 annual survey](#) demonstrated that the Minimum Meal Frequency decreased to 51.2% compared to 67.2% in FY20. This is likely related to household food

production and income. PaBS shows that household food production in FY21 decreased to 36.5% compared to 61.4% in FY20. Compounding factors of the ongoing pandemic, and the global economic crisis are expected to have a disproportionate effect on PEP households, especially on women and children.⁷ *SHOUHARDO III Plus* will provide support to cater to nutritional needs of these vulnerable groups, to safeguard achievements in reducing malnutrition among women and children under five, and to increase household dietary diversity through SBCC interventions and nutrition- sensitive agriculture.

To increase the use of direct nutrition interventions and services, the activity will continue mobilizing LSPs, particularly PCSBAs and BSPs, in remote locations where access to nutrition services and facilities remain scarce. *SHOUHARDO III Plus* will strengthen the entrepreneurial skills of PCSBAs and BSPs, like with other LSPs. In FY22, the *SHOUHARDO III* developed 75 PCSBAs in 10 remote *SHOUHARDO III* upazilas under four districts from both the Char and Haor regions. In addition to 75 PCSBAs, the activity also adopted 69 PCSBAs from another CARE funded by GlaxoSmithKline. Both the PCSBAs and BSPs are catering to at least 40,000 households in the Char and Haor regions in Northern Bangladesh. These additional entrepreneurship skills will help them expand their businesses and increase their client base, particularly for women and children.

The activity will engage PCSBAs, BSPs, and relevant stakeholders, especially the government's Ministry of Health and Family Welfare (MoH&FW) to identify overcoming strategies in delivering nutrition services in remote locations. Through this initiative, PCSBAs will be linked with MoH&FW technical experts and decision-makers to be equipped with updated knowledge. *SHOUHARDO III Plus* will also facilitate joint field visits from different level officials of the MoH&FW and private sectors to sensitize PCSBAs and BSPs and provide continuous onsite technical assistance and other relevant support for ensuring delivery of quality services in the communities. The activity will also continue its advocacy with the MoH&FW to ensure supplies and services at community-based health facilities, especially community clinics (CC). From the activity's findings from the Community Score Card (CSC) process that aims to improve the CC service delivery system, several government health officials noted facility improvements as a direct result of CSC implementation.

Furthermore, *SHOUHARDO III* follows a multi-sector approach to nutrition programming, which the GoB has also been adopting. *SHOUHARDO III Plus* will work to strengthen health service systems for vulnerable communities in eight districts and 23 Upazilas by working with development partners and facilitating functional multi-sectoral platforms, such as the Upazila Nutrition Coordinating Council (UNCC) and District Nutrition Coordinating Council (DNCC), for improving delivery of nutrition services to vulnerable groups.

Cross Cutting Area: Strengthened equitable capacity of people, households, communities and systems to mitigate, adapt and recover from shocks and stresses

Across all the proposed interventions, *SHOUHARDO III Plus* will integrate cross-cutting result areas of gender and governance. The service models will be strengthened further to become gender-transformative, catering to the needs of women, men, boys, and girls given their various needs. Concurrently, the activity will work with the government and private sector to improve support at the systems level mainly through improving linkages with LSPs and community participants. *SHOUHARDO III Plus* will acknowledge that disparities need to

be reduced (through location-specific adaptations in training of LSPs and group mobilization) in order for the activity to be gender transformative for the most vulnerable. It will be more consistent across locations to increase overall impact (acknowledging that frequent shocks in the Haor make this considerably difficult). Community mobilization will also play a key role in putting in place thriving service delivery systems in the communities. *SHOUHARDO III Plus* will engage further with the communities to better understand their needs and will facilitate LSPs to reach them better by applying pro-poor solutions, such as selling quality seeds in smaller packets that are more affordable for PEP. The activity will also focus on increasing community understanding of the importance of paying for services from LSPs.

The activity has been working to improve public service provision, particularly for the vulnerable communities where it works. Considering both demand and supply sides of the governance system, the activity will bolster advocacy for government transparency and accountability by engaging civil societies, e.g., Community Groups, VDCs, and LSPs. This engagement will cut across all result areas in order to maximize the outcomes per result area and leverage public support to make the local service provisioning system sustainable.

SHOUHARDO III Log Frame, including indicators and assumptions against each corresponding result area, provides an overview of key approaches to provide a context for this framework. **Table I** provides a top-level summary of the SHOUHARDO III Plus Log Frame at the result area level.

Table I: SHOUHARDO III Plus Log Frame

Narrative Summary	Indicators	Data Source	Assumptions
Goal: Improved gender equitable food and nutrition security and resilience of the vulnerable people living in the Char and Haor in Bangladesh by 2024	RESIL-a Ability to recover from shocks and stresses index [ZOI-level]	Participants Based Survey (PaBS)	
Intermediate Result 1: Increased equitable access to income for both women and men, and nutritious food for men, women, boys, and girls	EG.3-2: Number of individuals participating in USG food security programs [IM-level]	Routine Monitoring Tracking Sheet (RMTS)	Government of Bangladesh (GoB) policies that advance women's and girls' rights and entitlements will be implemented in the remote areas.
	GNDR-2: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]		
	EG.3.2-26: Value of annual sales of producers and firms receiving USG assistance	Participants Based Survey (PaBS)	
	Custom: Mean decision making score (Index) for woman in household level		
Sub-IR 1.1 Inclusive and sustainable agricultural production	EG.3.2-24: Number of individuals in the agriculture and food system who have applied improved management practices or technologies with USG assistance [activity/implementing mechanism (IM) level]	Participants Based Survey (PaBS)	
	EG.3.2-25: Number of hectares under improved management practices or technologies with USG assistance		

Narrative Summary	Indicators	Data Source	Assumptions
	[activity/implementing mechanism (IM) level]		
	Custom: Percentage of households reported increased income		
	EG.3-10-11-12: Yield of targeted agricultural commodities among program participants with USG assistance		
Sub-IR 1.2 Increased opportunities for diverse economic activities and income sources	Custom: Percentage of individuals income source increased	Participants Based Survey (PaBS)	GoB and private sectors continue investment in vocational training in remote areas
Sub-IR 1.3 Enhanced access for producers to inclusive markets	Custom: Percentage of poor & extreme poor (PEP) households accessing markets	Participants Based Survey (PaBS)	
	Custom: Percentage of people received service from USG-supported LSPs	Participants Based Survey (PaBS)	
	Custom: Percentage of LSP received service from private companies	Routine Monitoring Tracking Sheet (RMTS)	
Sub-IR 1.4 Improved access to financial services.	EG.4.2-7: Number of individuals participating in USG-assisted group-based savings, micro-finance, or lending programs [IM-level]	Routine Monitoring Tracking Sheet (RMTS)	Markets and financial systems, and actors are strengthened, more resilient, and incentivized to create, expand, and diversify income opportunity
Sub-IR 1.5 Access to information technologies for producers and vulnerable groups enhanced	Custom: Percentage of farmers who report access to market information in last 12 months	Participants Based Survey (PaBS)	
Intermediate Result 2: Improved and sustained nutritional status of children under five years of age, pregnant, and lactating women and adolescent girls	HL.9-1: Number of children under five (0-59 months) reached with nutrition-specific interventions through USG-supported programs [IM-level]	Routine Monitoring Tracking Sheet (RMTS)	
	HL.9-3: Number of pregnant women reached with nutrition-specific interventions through USG-supported programs [IM-level]		
Sub- IR 2.1 Increased consumption of nutritious foods among children, adolescent girls and women of reproductive age	HL.9.1-d: Percentage of women of reproductive age consuming a diet of minimum diversity [ZOI-level]	Participants Based Survey (PaBS)	
Sub- IR 2.2 Improved access to nutrition services (including services provided by private sector and development partners)	Custom: Percentage of pregnant women who received pregnancy care support (day-time rest, extra food) during pregnancy period	Participants Based Survey (PaBS)	Public health system will continue to provide Health and Nutrition services to PEP communities.
	Custom: Percentage of participants who reported increased access to targeted public services	Participants Based Survey (PaBS)	

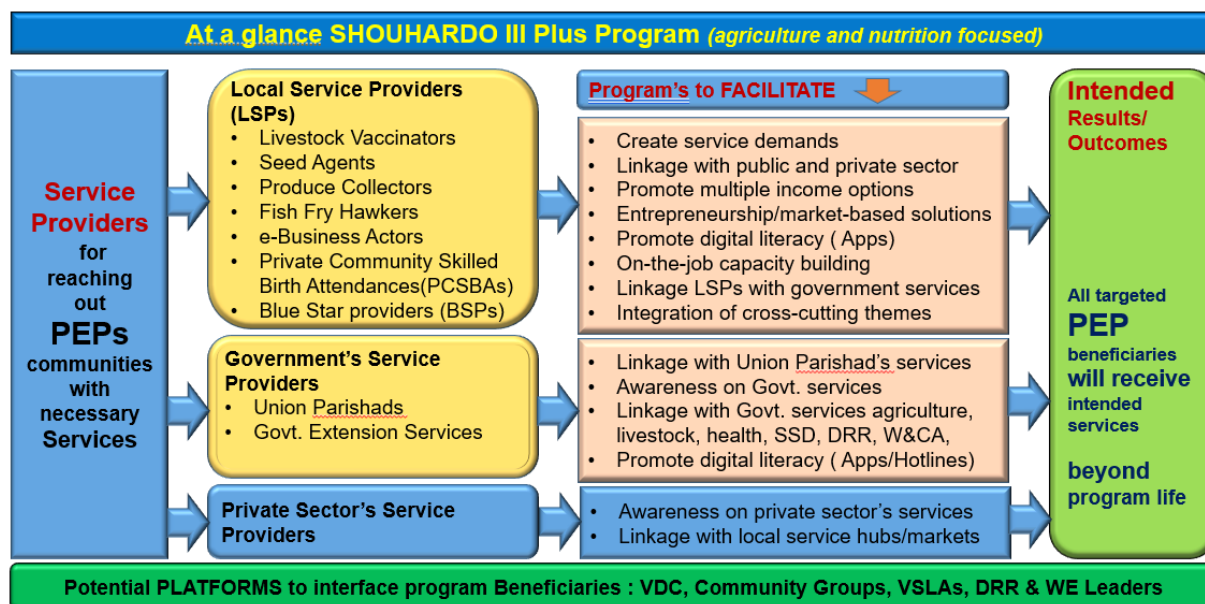
Narrative Summary	Indicators	Data Source	Assumptions

I.3 SHOUHARDO III Plus Service Delivery Model

SHOUHARDO III Plus will facilitate, as opposed to directly intervene with, market-led development. This means that the SHOUHARDO III Plus Activity will work toward activities that leverage the greatest engagement between local communities, the market, the public, and civil society—with a goal of eventually leaving behind a system that functions on its own without future programmatic support. At the same time, the activity will advocate with the government to strengthen its service delivery to ensure that PEP communities get access to effective public services. Building on the successes of the predecessor program, SHOUHARDO III Plus will be 1) promoting service provision models by public (government service providers), private, and community-based organizations and newly established local service providers; and 2) mobilizing communities to engage with these service providers to ensure sustained benefit.

Linking the activity-facilitated Local Service Providers (LSP) with the government and private sector, as well as promoting increased consumption of nutritious foods and micro-nutrients for children under five years of age, pregnant and lactating women, and adolescent girls will remain key focus of the activity implementation strategy. In addition, the activity will also facilitate linkage with relevant government departments e.g. agriculture, livestock, fisheries, health and family planning, women & children affairs and social services in order to leverage required services for the PEPs. The community representatives will advocate with the local and central level government entities for the expected services (see Overview I with summary of the key aspects of the implementation strategy).

Overview I: Key aspects of implementation strategy



2 Monitoring Approach

In line with the SHOUHARDO III Plus activity strategy, CARE needs to collect various types of output and outcome-level data to track progress and facilitate activity results. Specific and focused data will be generated across the activity area to inform management decisions and improve the quality. All data collection tools will be standardized, to the greatest extent possible, to ensure consistency of data. Indicator definitions are provided in the Performance Indicator Reference Sheet (PIRS) so that a high level of consistency, reliability, and precision of collected data can be maintained throughout. To measure the outputs and outcomes of the interventions and its quality, the activity will use the following approaches:

- 1) **Routine Monitoring:** Systematic documentation of periodic achievement will be applicable for real-time data collection through MIS (i.e., ONA/ODK/PTS/STREAM¹)
- 2) **Outcome Monitoring:** Collecting data for higher-level results/outcomes through the annual [Participants Based Survey \(PaBS\)](#) (from the sample of participants); and
- 3) **Process Monitoring:** Measuring the quality of interventions using process monitoring, mainly led by the activity technical lead.

For the above monitoring strategy, a variety of indicators need to be included in the performance monitoring system to demonstrate the short and long-term sustainability of interventions and results. Accordingly, the SHOUHARDO III Plus Indicator Tracking Table (ITT) includes a total of 20 annual monitoring indicators (both CARE custom indicators and USAID standard indicator list) in the performance monitoring system to measure activity progress and performance at the output, outcome, and impact levels.

Out of the 20 annual monitoring indicators, the data for 06 indicators (R, RiA, and CARE custom) will be captured through routine monitoring using activity records (i.e., participant records, training records, workshop/event, community records/ infrastructure records, and LSP records). Data for the remaining 14 indicators will be captured through the PaBS. However, SHOUHARDO III Plus Activity will initiate process monitoring of ongoing interventions and also cash support monitoring to track the quality and appropriateness of key interventions.

In line with the monitoring approaches, several tools will be developed for data collection, including PaBS Questionnaires and RMTS. For the standard indicators, CARE will adapt the questionnaire that is already being tested and used by another agency/awardee. On the other hand, in the Performance Indicator Reference Sheet (PIRS), the indicator definition is provided so that consistency, reliability and precision level of collected data can be maintained all throughout. In line with USAID policy and guidance for monitoring and evaluation (M&E) and reporting, final outcome assessment tools will be shared to the Agreement Officer's Representative (AOR) for approval. Activity staff will be trained in data collection tools, processes, and approaches based on a module developed by the M&E team. The M&E team will undertake Data Quality Assessment (DQA) bi-annually to ensure use of the standard tool and the quality of reported data based on USAID data quality standards. Below is a broader summary of the M&E data collection chart/schedule:

¹ STREAM (System for Tracking Results and Evidence for Adaptive Management) an online and offline based data collection system which has been developed in SHOUHARDO III program

Table 2: MEL Activities for SHOUHARDO III Plus Activity

Name of Activities	Frequency	Responsibilities	Remarks
Routine monitoring through using Routine Monitoring Tracking Sheet (RMTS)	Event Based/ Monthly	Field Facilitator/M&E Officer	Data will be collected through the online/ offline system immediately after the event completion
Outcome monitoring through Participant-Based Survey (PaBS)	Annually	Third Party Survey Firm/Chief of Party (COP) and Senior Team leader – M&E	Activity will consider SHOUHARDO III participants as a sampling frame
Process monitoring, (key interventions and cash support monitoring)	Event Based/ Monthly	Technical Leads and Senior Team leader – M&E	Apply physical or remote data collection for cash support monitoring

2.1 Performance Monitoring Approaches

2.1.1 Routine Monitoring

Activity and outputs will be monitored through routine monitoring using the online data collection platform. Earlier the SHOUHARDO activity developed several customized tools for data management and reporting. In the routine monitoring data collection process, an e-M&E system named STREAM (System for Tracking Result and Evidence for Adaptive Management) will be used for collecting data from remote locations and visualizing data for management decision making purposes. It has 2 (Two) different types of modalities like Android Apps and Web Applications. Android apps will be used to collect data from different remote locations in offline mode and data will be synced to the central server using the GSM network. And web applications will be used to extract data, visualize and report purposes. Along with that ONA or ODK (Open Data Kits) will be used to collect data from the different remote locations to meet the different adhoc requirements. In accordance with the activity needs and requirements for the ITT data reporting, the M&E unit will develop features in STREAM/ONA/ODK for regular data collection. These data will be mostly focused on training records, service records, and activity records and will regularly assess participation, engagement, and performance in real-time. The PNGO's Field Facilitator (FF) will be responsible for collecting routine monitoring data from the field and entering it into electronic devices each month. In some circumstances, the PNGO M&E officer will also enter data in the system. The following 06 monitoring indicators of Table 3 will be collected through routine monitoring and activity will submit the serial number 1 and 5 indicator progress quarterly and annually in the DIS system:

Table 3: Indicators for Routine Monitoring/Data Collection

SL#	Indicators
1	EG.3-2: Number of individuals participating in USG food security programs [IM-level]
2	GNDR-2: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]
3	EG.4.2-7: Number of individuals participating in USG-assisted group-based savings, micro-finance or lending programs [IM-level]
4	HL.9-1: Number of children under five (0-59 months) reached with nutrition-specific interventions through USG-supported programs [IM-level]
5	HL.9-3: Number of pregnant women reached with nutrition-specific interventions through USG-supported programs [IM-level]
6	Custom: Percentage of LSP received service from private companies

2.1.2 Outcome Monitoring

Activity outcomes will be monitored each year in the SHOUHARDO III Plus period to generate data for annual reporting and to provide timely information to activity management. It is very difficult to track the outcome-level indicators for a large number of beneficiary households (i.e., 168,521 every year) with a limited staff. For this reason, a Participant Based Survey (PaBS) will be conducted each year, preferably by an independent third-party survey firm. "Unlike its predecessor, SHOUHARDO III Plus does not directly conduct household-level interventions. However, the activity will continue to survey the SHOUHARDO III agriculture participants (e.g., producers of maize, chili, sweet guard, rice, vegetables, and livestock) as a sampling frame for the PaBS, applying the same methodology as was used under SHOUHARDO III."

It is anticipated that the PaBS will be conducted in July/August of FY23 and FY24. Each year the PaBS Scope of Work will be reviewed and adjusted if there is any modification required based on the activity's need.

Both quantitative and qualitative methods will be applied in this survey to capture the activity's results and the effectiveness of the service provisioning model. Under the SHOUHARDO III Plus Activity, all classifications of community members (i.e., both PEP and non-PEP) will be considered for the survey to measure the efficiency and effectiveness of LSP service delivery. The quantitative survey is based on a representative statistical sample of SHOUHARDO III participants. A survey questionnaire will be developed before the survey is initiated based on activity higher-level results/outcomes, sustainability, and LSPs service provisioning.

The SHOUHARDO III Plus activity build on the successes of the Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO) III (*predecessor program*) and The SHOUHARDO III Plus activity will not carry out any baseline surveys to set targets, as it will utilize the results of the SHOUHARDO III FY22 Participants Based Survey as the Base value for the relevant outcome indicators.

Out of 20 annual monitoring indicators, 14 annual monitoring indicators will be measured by conducting an annual PaBS (i.e., in FY23 and FY24). These 14 indicators will generate data of higher-level results/outcomes for annual results reporting to USAID and provide timely information to management to make iterative adjustment/adaptation (if/as needed).

Table 4: Indicators applicable for Participant Based Survey (PaBS)

SL#	Indicators
1	RESIL-a Ability to recover from shocks and stresses index [ZOI-level]
2	Custom: Percentage of households reported increased income
3	EG.3.2-24: Number of individuals in the agriculture and food system who have applied improved management practices or technologies with USG assistance [activity/implementing mechanism (IM) level]
4	EG.3.2-25: Number of hectares under improved management practices or technologies with USG assistance [activity/implementing mechanism (IM) level]
5	EG.3.2-26: Value of annual sales of producers and firms receiving USG assistance
6	EG.3-10-11-12: Yield of targeted agricultural commodities among program participants with USG assistance
7	Custom: Mean decision making score (Index) for woman in household level
8	Custom: Percentage of individuals income source increased
9	Custom: Percentage of poor & extreme poor (PEP) households accessing markets
10	Custom: Percentage of farmers who report access to market information in last 12 months
11	Custom: Percentage of farmers received service from USG-supported LSPs.
12	HL.9.1-d: Percentage of women of reproductive age consuming a diet of minimum diversity [ZOI-level]
13	Custom: Percentage of pregnant women who received pregnancy care support (day-time rest, extra food) during pregnancy period.
14	Custom: Percentage of participants who reported increased access to targeted public services.

As a part of sustainability, the activity will monitor public and private sectors responsiveness to the LSPs as well as LSPs' initiative for improving service delivery quality to the community. In this aspect, the activity developed/designed indicators to monitor sustainable outcomes and focus on sustained capacity and sustained motivation through below indicators. In addition, the activity will also monitor performance of the Local Service Providers (LSPs) and the extent of access level of beneficiary households to those services. Structure tools will be applied, and data will be managed systematically so that management will have to use real time data to inform decisions.

Table 5: Proposed Indicators to measure efficiency and effectiveness of service delivery model:

SL #	Indicator
1	Custom: Percentage of LSP received service from private companies
2	Custom: Percentage of farmers who report access to market information in last 12 months
3	EG.4.2-7: Number of individuals participating in USG-assisted group-based savings, micro-finance or lending programs [IM-level]
4	Custom: Percentage of farmer received service from USG-supported LSPs.
5	Custom: Percentage of participants who reported increased access to targeted public services.
6	HL.9-3: Number of pregnant women reached with nutrition-specific interventions through USG-supported programs [IM-level]

2.1.3 Process monitoring

In addition to the ITT reporting indicators, the activity will assess the quality and appropriateness of key interventions through process monitoring to ensure quality and compliance. The process monitoring will focus on the intervention's implementation process (i.e., it will collect and analyze information about how the interventions were delivered; the level of knowledge of staff/service providers on the subject matter; and the quality of services, methods, and logistics used during the implementation of the intervention). The process monitoring will be carried out by the respective technical team lead through field visits and routine observation of interventions.

2.2 Data Management Approach Using e-M&E (ONA/ODK/STREAM)

Data collection and information management require a systematic process. CARE plans to use an e-M&E system called STREAM for many types of data management during the SHOUHARDO III Plus period. The activity may also use ONA/ODK based on data collection needs. Primary data will be gathered from the participants at the village level or from the LSPs, which will flow in electronic format to CARE's central server. PNGO front line staff will use tablets/smart phones for routine data collection, service tracking, and different assessments, like village grading, and LSP assessments. An integrated dashboard, including Geographical Information System (GIS) and graphical presentation in web application, will be added for visualization and quick understanding. Activity management at all levels will have access to the cloud server and will be able to generate customized reports from the database system. The activity will continue to use the existing Participants Tracking System (PTS) database² for data management and for smooth and seamless reporting to the USAID Development Information Solution (DIS) system. The process and purpose of these robust information flows will enable activity management in effective decision-making and adaptive management.

² This system was originally developed by SHOUHARDO III in-house. The system was later successfully deployed and used in CARE Niger and CARE Mali for RFSA and FtF activities.

2.3 Data Quality Assurance (DQA)

Data quality under SHOUHARDO III Plus will be monitored mainly using [USAID's DQA guidelines](#), ensuring its five domains of data quality: validity, reliability, timeliness, precision, and integrity. Activity staff will lead the DQA with support from the M&E team on a six-month basis. Half-yearly performance data will be checked at the field level, the aggregation level, and the reporting level. The M&E team members will initiate the data quality assessment for selected indicators after submitting the Quarterly Report. In line with the data quality assessment and ensure the DQA domains, activity will develop an operational guideline and appropriate tools. Staff who will engage in the data quality assessment will be trained in the DQA process and tools. For each DQA, activity will develop a detailed implementation plan, so that it can be completed efficiently. Staff will be oriented on M&E roles and responsibilities; this training will also cover a standard module as a guideline for M&E indicators data collections which is mainly for routine monitoring. This training will be imparted by a specific training module which will be updated periodically.

SHOUHARDO III Plus data quality assurance team will align with the USAID's Agency standards e.g. ADS Chapter 203, ADS Chapter 597 for DQAs and will use the following data quality standards in the management of data collection and reporting processes:

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

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

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

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

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

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

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

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

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

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

2.4 Context Monitoring

The smooth and successful implementation of this activity may be influenced by external factors. In the activity strategy, SHOUHARDO III Plus Activity defined the key assumptions which are beyond the control of the activity. Accordingly, SHOUHARDO III Plus Activity has planned to collect information systematically about the assumptions that activity has made through applying the Recurrent Monitoring Survey (RMS). The Objective of the RMS is to assess the impact of evolving context and the currently emerging issues for example impact of commodity [price hikes](#) on poor and extreme poor households. A simple random sampling framework has been used to sample for the recurrent monitoring process. A total of 425 households (HHs) have been selected from 168,000 targeted households.

3 Beneficiary Feedback Plan

SHOUHARDO III Plus will apply the same beneficiary feedback mechanism as SHOUHARDO III, named TransAcct, to solicit and respond to the views of participants. By engaging with participants and other stakeholders, the activity empowers them to make their voices heard while at the same time, enabling SHOUHARDO III Plus to know how to better address their needs. Better engagement and communication create a stronger understanding and removes misconceptions – thereby creating an atmosphere of accountability, transparency, and trust among all those who will benefit from the feedback mechanism.

SHOUHARDO III Plus staff are responsible for promoting accountability through respectful engagement with participants and accurate information-sharing. In line with TransAcct, SHOUHARDO III Plus staff will inform communities and key stakeholders ahead of intervention and activities implementation. A mobile phone hotline feedback mechanism is established and is managed by the activity, where the feedback resolution process is embedded in the activity's database.

4 Evaluation Plan (Plans for Collaborating with External Evaluators)

For the final evaluation, CARE does not have any plan to conduct a final evaluation, but instead SHOUHARDO III Plus will collaborate with USAID to conduct an external impact evaluation.). USAID has scheduled the evaluation for the end of Year 2. USAID will focus on assessing the sustainability of the outcomes and the input and service provisioning systems necessary to sustain the outcomes of SHOUHARDO III.

5 Collaborating, Learning, and Adapting (CLA) Approach

The design of the SHOUHARDO III Plus incorporates the learning and experiences from SHOUHARDO III. The SHOUHARDO III Plus Activity provides a significant opportunity to learn and understand how the LSP service provisioning model can provide a sustainable service delivery platform for future activities. How the activity's main PEPs beneficiaries will be able to continue to utilize the services from the LSPs itself will be central to the activity's learning agenda.

To achieve this, CARE will continue to foster a learning culture within the activity. This will follow USAID's Collaborating, Learning, and Adaptation (CLA) framework and SHOUHARDO III Plus Knowledge Management, Learning and Research Unit (KMR&L) will organize regular dissemination and learning sharing events, conduct research and studies, and produce learning documents. Respective research reports, studies and learning briefs will provide the activity with insights on the sustainability, efficiency and effectiveness of the LSP service provisioning model and help to formulate guidance for activity quality improvement. As part of this, the KMR&L team will organize regular CLA-related events that will engage staff at all levels, such as Technical Quarterly Frontline Staff Meetings (TQFSM), Pause and Reflect Meetings, and Adaptive Management Practice Workshops to answer the key questions on sustainability. SHOUHARDO III Plus will capture key learning's through impact stories, news briefs, learning briefs, audio-visuales, and social media postings that will be shared with a broader audience. The activity will share the research's findings with the global community by participating and/or presenting at several international conferences, workshops, and publications. With a strategic cornerstone of knowledge management, communication, and research, SHOUHARDO III Plus will remain a go-to learning program and will provide regular feedback to the implementing partner organizations, stakeholders, and USAID. The systematic application of the CLA approach will continue to allow for management adaptation and evidence-based decision-making, based on all of the above efforts. The below table captures some of the key learning questions, methodology and products related to the activity's learning agenda:

Key questions	Methodology	Data source	Learning Product
Impact of commodity prices hikes on activity participants.	Conduct RMS every 4-6 months, plus relevant human-interest stories	Internal activity team, Activity participants, USAID & other implementing agencies	Report, Learning Brief / Summary Findings and Stories and social media content.
How does the group-based savings (VSLA) overall infrastructure contribute to the needs of the PEP participants?	Operational research	Internal activity team, LSPs and Activity participants USAID & other implementing agencies	Research Report and Learning Brief, Presentations

Key questions	Methodology	Data source	Learning Product
How to strengthen the role of community-based skilled birth attendants within the existing healthcare service provision	Collaborative research with academic institutes	Internal activity team, LSPs and Activity participants, Public and Private health service providers of Bangladesh, USAID & other implementing agencies	Research Report, Learning Brief, Conference paper and presentations
How effective are linkage meetings in establishing and maintaining productive partnerships among LSPs, government agencies, and local communities	Pause and Reflect Meetings	Internal activity team, USAID & other implementing agencies	Learning Brief / Summary Findings
Assessing the impacts of the agricultural support service by the SHOUHARDO III Plus and successor programs: opportunities, challenges, and the way forward	Collaborative research with academic institutes	Internal activity team, Public and Private Sector Agricultural service providers, USAID & other implementing agencies	Research Report, Learning Brief and Conference paper
Sustainability of the service provisioning model of the LSPs: what role are the community-based skilled birth attendants playing within and outside the existing healthcare facilities?	Technical Quarterly Frontline Staff Meetings (TQFSM), Pause and Reflect Meetings, and Adaptive Management Practice Workshops	USAID & other implementing agencies	Learning Briefs and presentation

6 Resources

6.1 Human Resources

The Senior Team Leader - M&E will lead the implementation of the Activity MEL Plan, supported by the M&E and MIS Manager and MIS & GIS Coordinator, plus two Senior MEL Managers. Three Senior Officer MEL will be responsible for the five partners and will report directly to Senior MEL Managers. The Senior Technical Advisor for M&E and Technical Advisor for M&E Systems and Adaptive Management, Food Security & Resilience Team under CARE USA will also provide technical guidance. The CoP will provide technical approval of all deliverables under this plan. The Activity MEL plan has an estimated level of effort required to successfully implement the Plan, below.

Table 6: Human Resources Required for MEL Plan Implementation

Title	Estimated level of effort	Role
Chief of Party (CoP)	20%	Overall oversight the MEL Plan and approval of deliverables
Technical Advisor for M&E Systems and Adaptive Management	10%	Technical support
Senior Team Leader - M&E (STL – M&E)	100%	Oversight of all MEL activities
MIS & GIS Coordinator	100%	Manage the Activity MEL data and support in reporting and initiating DQAs
M&E and MIS Manager	100%	Coordinate DRR M&E activities at the PNGO level and support STL -M&E
Senior Managers - MEL	100%	Coordinate all MEL activities at the PNGO level
Senior Officer - MEL (three positions)	100%	Support PNGO to implement the M&E system and conduct service model monitoring

6.2 Financial Resources

In addition to the level of effort mentioned above, the Activity team will utilize additional resources for successful MEL implementation. These include data collection platforms and online tools in addition to collaboration and learning events. Estimated financial resources are detailed below:

Table 7: Financial Resources Required for MEL Plan Implementation

Resource	Estimated Cost (\$)	Remarks
Training, Meeting and workshops.	\$22,153	
Participants Based Survey (PaBS)	\$150,000	\$75,000 per year
Support & Maintenance Service of an existing developed e-M&E system	\$16,410	Two years support
ArcGIS Software	\$558	ArcGIS Software license renewal fee

7 Roles and Responsibilities

The MEL system, resource planning, and staffing structure are designed to operate an effective and comprehensive MEL System and comply with the M&E and reporting requirements of USAID, CARE, and other key stakeholders. Under the technical guidance of the CoP, Senior Technical Advisor (STA) M&E for Food and water system, and Technical Advisor for M&E Systems and Adaptive Management for Food and Water Systems, based at CARE-USA, the STL - M&E will employ a multi-pronged strategy, including: i) CARE-led overall performance management to measure the impact of the activity and make adjustments, and ii) M&E capacity enhancement of the partner staff to meet the CARE SHOUHARDO III Plus and USAID's M&E and reporting requirements and quality assurance and compliance.

To roll-out essential M&E activities as well as effective implementation of the M&E system, the STL-M&E will be based at the CARE-Bangladesh headquarters-level to coordinate all M&E and MIS activities under SHOUHARDO III Plus. The STL-M&E will directly report to the CoP and will be supported by four key positions (i.e., the MIS & GIS Coordinator and M&E MIS Manager, both based at CARE Bangladesh Dhaka Office (CBD0), and two Senior Manager - MEL in two regions. In each implementing PNGO, there will be one dedicated M&E staff (M&E Officer), who will coordinate and manage all M&E activities in his/her respective organization. Out of five partners, considering the geography and participants, SKS will have two M&E officers.

Chief of Party: The CoP will ensure coherence, consistency, and relevance of M&E processes for the activities. He/she is responsible for ensuring quality and timeliness of deliverables; managing communications with USAID; and providing final oversight and approval of all deliverables under the plan to USAID. He/she will work with activity implementation teams and PNGOs to ensure adherence to M&E procedures and incorporation of the output and outcome data to program decisions .

Senior Team Leader-M&E: He/she is responsible for coordinating the M&E strategies with all partners and has the overall responsibility to establish and maintain a system that tracks activity performance, ensuring that SHOUHARDO III Plus MEL activity produces high quality, reliable, and verifiable M&E information for USAID, the Government of Bangladesh,

and partners. He/she is responsible for the design, subsequent revisions, and adaptation of the activity M&E System to address activity reporting and contractual obligations. He/she also supports activity adaptation, ensuring responsiveness to approved activity design and providing strategic direction for technical areas and clarity of M&E responsibility.

M&E and MIS Manager: The M&E and MIS Manager is based at the Dhaka office and ensures an appropriate and up-to-date M&E system is available regionally and to partners. He/she supports capacity building and the roll-out of the M&E system and works closely with the regional and district teams to support successful implementation of the M&E system. The M&E and MIS Manager also enhances M&E data utilization and supports activity learning and adaptation, along with activity targeting and resource transfer processes, by ensuring appropriate compliance to set procedures. He/She conducts DQA, ensuring adherence to USAID M&E requirements. The M&E and MIS Manager also lends expert support in survey design, implementation, and dissemination of identified activity assessment/evaluation needs, in addition to leading field M&E and MIS activity and collaborating with technical teams to share findings from survey/assessment and qualitative documentation. The position will also lend expert support for the implementation of the SHOUHARDO III DRR activity as assigned by his/her supervisor.

MIS/GIS Coordinator: S/he will be primarily responsible for developing and customizing the SHOUHARDO III Plus MIS, developing real time monitoring/evaluation interface and ensuring its effective operation following ICT strategies/principles. Also, s/he will be responsible for customizing GIS-based software features into existing mobile-web applications, updating and managing attribute data and coordinating locational data collection of activities. S/he will directly be accountable for updating, and management of the MIS system and tools, ensuring that they remain relevant and responsive to activity needs.

Senior Manager ME&L: The Senior Manager ME&L is directly responsible for proactively coordinating all MEL activities of the SHOUHARDO III plus Activity at respective regions, ensuring data consistency, reliability, timeliness, and quality to satisfy the Activity's M&E requirements. S/he will ensure an appropriate and up-to-date M&E system is in place in the region and provides strategic direction for technical areas and clarity of M&E responsibilities.

Senior M&E Officer: The Senior M&E Officer is based at the field level and supports partners in ensuring updated M&E systems are in place. He/ She also leads the process of participant selection in training and transfer, ensuring appropriate compliance and quality standards. He/ She will conduct process monitoring, Local Service Providers Monitoring (LSP), data quality assessment (DQA), Recurrent Monitoring System (RMS), and Pre and post-distribution monitoring of cash transfer. He/ She supports activity learning initiatives/design and conducts studies and assessments. The incumbent also supervises and monitors the community engagement process and data validation at the field level. The position also lends expert support for the implementation of the SHOUHARDO III DRR activity, as assigned by his/her supervisor.

8 Schedule of Activity MEL Plan Tasks

Below is a list of activities which need to complete during the SHOUHARDO III Plus period:

Tasks	Frequency	The responsible person or team
Review and finalize LF, TOC, PIRS, ITT and fix FYs/ Life of Award (LOA) targets	Annually	CoP, STL-M&E
Review and update a detailed Activity MEL plan and tools	Annually	STL-M&E and M&E/MIS Manager
Design/update online/offline-based MIS system and implement the system of M&E and data collection, synchronizing and reporting	Annually	MIS/GIS Coordinator and M&E/MIS Manager
M&E Capacity building training	February-March 2023	STL-M&E, SM-MEL and M&E/MIS Manager
Participant Based Survey (PaBS)	Annually	STL-M&E
Routine data collection	Event-based	MIS/GIS Coordinator and M&E/MIS Manager
Recurrent Monitoring System (RMS)	Event-based	STL-M&E, SM-MEL and M&E/MIS Manager, MIS/GIS Coordinator
Annual Results Report Submission	Annually	CoP
Activity staff orientation on SHOUHARDO III Plus MEL and MIS system	February 2023	STL-M&E, SM-MEL and M&E/MIS Manager

9 Schedule of Activity MEL Plan Deliverables to USAID

M&E will play an essential role in tracking SHOUHARDO III plus progress and evaluating its effectiveness as well as impact in an integrated manner, allowing for on-going learning, activity adjustments and informed discussions with community and implementing partners and USAID. Some of the key principles that guide the MEL Plan around data demand and utilization include:

- **Valid and Reliable Program Data:** The effectiveness of the MEL Plan as a management tool will depend on access to data that is valid, reliable, and timely. To increase transparency, indicator and data quality assessments will be conducted quarterly.
- **Informed Decision-Making:** The MEL Plan is designed to ensure that management decisions at all levels are informed by the best available information on activity performance at specific times in the life of the activity. This will enable the activity team to take corrective action when necessary to improve activity performance.
- **Organizational Learning:** The MEL Plan in its design of data collection, analysis and dissemination of results will ensure the activity can understand and disseminate key learnings and best practices.
- **Learning and sharing about food security and resilience capacity:** The MEL plan will enable activity staff to learn about food security and resilience capacity and share key lessons across the activity and with other stakeholders.

- **Communicating Lessons Learned:** The MEL Plan will enable the activity team and partners to communicate achievements and share lessons learned with stakeholders. The M&E team together with the Knowledge Management team will work to foster learning at different levels.

Below is a list of deliverables to USAID, which need to submit during the SHOUHARDO III plus period:

Deliverable	Frequency	Transmissi on to USAID via	Description of Content & submission schedule
Annual Results (AR) report	Annually	CoP	The AR is an annual reporting requirement for USAID.
Quarterly Performance Report (QPR)	Quarterly	CoP	The QPR is a quarterly reporting requirement for USAID.
Quarterly Ukraine supplemental Report	Quarterly	CoP	The QPR is a quarterly reporting requirement for USAID.
Indicator Summary Table	Annually	CoP	The Indicator Summary Table is an annual reporting requirement for USAID.
.Data Source Descriptions	Annually	STL-M&E	Describe how the data for each indicator is reported in the ITT.
Data entry in Development Information Solution (DIS)	Annually	STL-M&E	The Performance Indicator data entry is an annual reporting requirement for USAID.
Outcome survey i.e., Participants Based Survey (PaBS) report	Annually	STL-M&E	Collect outcome indicators data is an annual reporting requirement for USAID
Performance Plan and Report (PPR)	Annually in DIS	CoP	The PPR is an annual reporting requirement for USAID.

10 Data Management and Safeguarding

It is widely accepted that good documentation is a key principle of quality data management. PNGO's, Region/Field Offices as well as CBHQ will make backups of all data after finalizing and sending to respective team, PNGOs and field office, and will make the database and data backups secure. The activity will ensure participant confidentiality and protect personal identity information, both of hardcopy and digital files when published to others. In that case, pseudonyms will be used for protecting confidentiality. For the paper based surveys, the original hard copies will be preserved at PNGO offices, and they will preserve all hard

copy documents for five years after completion of the SHOUHARDO III plus activity. At the same time, CARE will ensure archiving of data that is being collected directly to electronic cloud-based platforms and a localized replication server in the CARE Dhaka office. The activity will ensure protection of the data entry template and database using passwords. For correction or modification, administrative passwords will be given to authorized persons by SHOUHARDO III plus Management. Any correction should be documented with proper evidence mentioning the period. The activity will maintain USAID's open data policy. The activity M&E data safeguarding plan mainly consists of two parts, which are:

Periodic Backup of MIS Database into an External Hard Drive, SHOUHARDO III plus activity will deploy database into cloud server to store the database, replication server at CARE Bangladesh premises will also be established to protect against data loss. The M&E team will set up a high storage capacity portable external hard drive at the central level at CARE Bangladesh Dhaka Office (CBDO) for another data backup. The MIS database system will have the option to revive data files from the backup hard drive, in case of any problem in retrieving data or if data is missing from the cloud server.

II Change Log

The Activity MEL Plan is a living document that is reviewed annually and updated as needed in response to changes in the activity, or changes in the activity's context that occur during the LOA. For any kind of modification/changes in the Activity MEL Plan, changes and modifications will be included in subsequent updated versions of the Activity MEL Plan. The following table will be included with updates to the Activity MEL Plan describing all changes and modifications.

Table 8: Activity MEL plan change log

Date:	Change By:	Change to:	Description of Change:
Effective date of change.	Person or team who made the change.	Section of the Activity MEL Plan changed. If indicator is changed, including the Indicator No.	Summarize the change that was made to the Activity MEL Plan and the reason the change was made.

Annex I: Indicator Summary Table

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Target	
							Date	Value	Date	Value
RESIL-a Ability to recover from shocks and stresses index [ZOI-level]	Improved gender equitable food and nutrition security and resilience of the vulnerable people living in the Char and Haor in Bangladesh by 2024	Performance /Standard	Participants Based Survey (PaBS)	Annually	Ability to Recover from Shocks and Stresses Index	N	NA	0	09/2024	65
EG.3-2 Number of individuals participating in USG food security programs [IM-level]	Increased equitable access to income for both women and men, and	Performance /Standard	Routine Monitoring Tracking Sheet (RMTS)	Quarterly/ Annually	Number of Participants	Y	NA	0	09/2024	128521
EG.3.2-26 Value of annual sales of producers and firms receiving USG assistance [IM-level]	nutritious food for men, women, boys, and girls	Performance /Standard	Participants Based Survey (PaBS)	Annually	Total Value of annual sales	Y	09/2022	Maize USD\$ 7111672.61 Chilies USD\$ 1337414.02 Sweet Gourd USD\$ 404827.4 Rice USD\$ 17031700.2 Vegetables USD\$ 1565639.28 Goat USD\$ 14665335.2 Duck USD\$ 680609.97	09/2024	Maize USD\$ 7613131.25 Chilies USD\$ 1407421.5 Sweet Gourd USD\$ 418196.88 Rice USD\$ 17378625 Vegetables USD\$ 1685200 Goat USD\$ 15356160 Duck USD\$ 752742

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Target	
							Date	Value	Date	Value
GNDR-2 Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources [IM-level]		Performance /Standard	Routine Monitoring Tracking Sheet (RMTS)	Annually	Number of People	Y	09/2022	0	09/2024	95.18%
Custom 5: Mean decision-making score (Index) for woman in household level		Custom	Participants Based Survey (PaBS)	Annually	Mean Score	N	09/2022	37.57	09/2024	40
EG.3.2-24: Number of individuals in the agriculture and food system who have applied improved management practices or technologies with USG assistance [activity/implementing mechanism (IM) level]	Inclusive and sustainable agricultural production	Performance /Standard	Participants Based Survey (PaBS)	Annually	Number of technology	Y	09/2022	139028	09/2024	139879
EG.3.2-25 Number of hectares under improved management practices or technologies with USG assistance [IM-level]	Inclusive and sustainable agricultural production	Performance /Standard	Participants Based Survey (PaBS)	Annually	Number of hectares	Y	09/2022	15028.65	09/2024	15639.68
Custom 8: Percentage of households reported increased income		Performance /Standard	Participants Based Survey (PaBS)	Annually	Number of hectares	N	09/2022	0	09/2024	50
EG.3-10,-11,-12 Yield of targeted agricultural commodities among program participants with USG assistance [IM-level]	Inclusive and sustainable agricultural production	Performance /Standard	Participants Based Survey (PaBS)	Annually	Total Yield	Y	09/2022	<u>Maize</u> 7.94 MT <u>Chilies</u> 8.14 MT <u>Sweet Gourd</u> 17.56 MT <u>Rice</u> 5.59 MT <u>Vegetables</u> 15.84 MT <u>Goat</u> 9.01 MT <u>Duck</u> 1.27 MT	09/2024	<u>Maize</u> 8.15 MT <u>Chilies</u> 8.3 MT <u>Sweet Gourd</u> 17.68 MT <u>Rice</u> 5.67 MT <u>Vegetables</u> 16.27 MT <u>Goat</u> 9.34 MT <u>Duck</u> 1.31 MT

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Target	
							Date	Value	Date	Value
Custom 10: Percentage of individuals income source increased.	Increased opportunities for diverse economic activities and income sources	Custom	Participants Based Survey (PaBS)	Annually	Mean Number	N	09/2022	0	09/2024	30
Custom 11: Percentage of poor & extreme poor (PEP) households accessing markets	Enhanced access for producers to inclusive markets	Custom	Participants Based Survey (PaBS)	Annually	Percentage of people	N	09/2022	81	09/2024	90
Custom 12: Percentage of farmer received service from USG supported Local Service Providers		Custom	Participants Based Survey (PaBS)	Annually	Percentage of people	N	09/2022	97.1	09/2024	98
Custom 13: Percentage of selected LSP received service from private companies		Custom	Routine Monitoring Tracking Sheet (RMTS)	Annually	Percentage of LSPs	N		0	09/2024	80
EG.4.2-7 Number of individuals participating in USG-assisted group-based savings, micro-finance or lending programs [IM-level]	Improved access to financial services.	Performance /Standard	Routine Monitoring Tracking Sheet (RMTS)	Annually	Number of individuals	Y	09/2022	0	09/2024	40000
Custom 15: Percentage of farmers who report access to market information in last 12 months.	Access to information technologies for producers and vulnerable groups enhanced	Custom	Participants Based Survey (PaBS)	Annually	Number of Farmer	N	09/2022	73.5	09/2024	80
HL.9-1 Number of children under five (0-59 months) reached with nutrition-specific interventions through USG-supported programs [IM-level]	Improved and sustained nutritional status of children under five years of age, pregnant, and lactating women and adolescent girls	Performance /Standard	Routine Monitoring Tracking Sheet (RMTS)	Quarterly/ Annually	Number of children	Y		0	09/2024	40000
HL.9-3 Number of pregnant women reached with nutrition-specific interventions through USG-supported programs [IM-level]		Performance /Standard	Routine Monitoring Tracking Sheet (RMTS)	Annually	Number of pregnant women	Y		0	09/2024	3500

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Target	
							Date	Value	Date	Value
HL9.1-d Percentage of women of reproductive age consuming a diet of minimum diversity [ZOI-level]	Increased consumption of nutritious foods among children, adolescent girls and women of reproductive age	Performance /Standard	Participants Based Survey (PaBS)	Annually	Percentage of women	Y		0	09/2024	60
Custom 19: Percentage of pregnant women who received pregnancy care support (day-time rest, extra food) during pregnancy period	Improved access to nutrition services (including services provided by private sector & development partners)	Custom	Participants Based Survey (PaBS)	Annually	Percentage of Pregnant Women	N	09/2022	84.1	09/2024	85
Custom 20: Percentage of participants who reported increased access to targeted public services		Custom	Participants Based Survey (PaBS)	Annually	Percentage of Participants	N	09/2022	94.9	09/2024	95.5