

## ANNEXES

### ANNEX I – Scope of Work

#### **Work Statement for Mid-Term Evaluation of the IRG (International Resources Group) – Economic Growth Program**

##### **Purpose of the proposed evaluation**

The purpose of this mid-term evaluation is to assess progress to date and identify areas for improvements that will facilitate the attainment of the planned results. The evaluation will focus on Task Order # 1 under USAID's Program on Economic Growth (USAID EG). Specifically, the components of Task Order # 1 to be evaluated include Business Development Services (BDS), Public-Private Partnerships (PPPs), and Policy Reforms (PR). After about 30 months (December 2005 -June 2008) of implementation, this comprehensive look at those components will help to identify needed corrective actions relating to the intervention approaches, nature of services and inputs. The external consultants conducting this evaluation will gather a wide range of background information from USAID/Senegal and IRG-EG staff to ensure that the findings and recommendations are based on an accurate understanding of the program.

##### **Background**

As part of its current strategic plan for Senegal, USAID supports the efforts of the Government of Senegal (GOS) to attract private investment and promote a vibrant and competitive private sector. The GOS has implemented an Accelerated Growth Strategy USAID/Senegal has built on. Furthermore, USAID/Senegal, while tapping into resources from the African Global Competitiveness Initiative, learned from programs such as the West Africa Trade Hubs in Dakar and Accra, the "Wula Nafaa" project, and the Digital Freedom Initiative.

On December 12, 2005, USAID/Senegal awarded International Resources Group (IRG) a single award IQC to provide technical expertise and management in areas related to accelerated growth, increased competitiveness, and trade. The IQC has the following four components:

- Development of strategic sub-sectors using a Business Development Services (BDS) model or other state-of-the-art intervention to promote increased trade, especially AGOA-related trade.
- Development of public-private partnerships (PPPs) that attract investment for efficient delivery of public goods or services.
- Policy reforms for improved business environment.
- Fiduciary services/management services and building Government of Senegal (GOS) capacity.

Task Order # 1 under the IOC known as USAID's Program on Economic Growth (USAID EG) covers the first three components. It requires IRG to use local expertise in all aspects of the implementation of the scope of work, and to help build the capacity of firms in Senegal to provide advisory services, particularly related to trade, BDS and PPPs. In addition,

USAID/Senegal wishes to support the desire of the GOS to strengthen its own capacity in these areas. Therefore IRG may be required to place experts in GOS entities to address various technical areas of the scope of work.

The sub-sectors originally targeted by Task Order # 1 include cashews, mangoes, bissap, gum arabic, neem, banana and woven textiles. On January 8, 2008, Task Order # 1 was amended to include the West African Cotton Improvement Program (WACIP), which adds value to cotton and diversifies the agricultural economy in cotton growing regions. This expanded the subsectors supported by the project to include cotton, organic cotton, sesame seeds, fonio and dairy products.

Moreover, this USAID EG IOC has included other Task Orders. For instance, Task Order # 2, intended to build on progress made and lessons learned from the first phase of the Digital Freedom Initiatives (DFI) dwindled to a feasibility study of municipality wireless network.

To date, USAID EG program has earned respect among the GOS, the private sector, donors, partners and other stakeholders. Other major achievements include the following:

1. Seven value chain studies (Bissap, Cashew, Fonio, Mango, Neem, Sesame, and Woven textiles) completed.
2. All the consultants and staff working on value chains gained the skills to use the guidelines for value chain analyses.
3. The bissap value chain introduced new farm practices such as pure/certified seed production and market study for value added products for the US market.
4. The cashew value chain led to increased export earnings in 2007 over 2006.
5. IRG helped to develop a program to fight against fruit flies which had strong participation from mango producers and helped to decrease loss in mango production in 2007.
6. Technical Assistance to the woven textiles sub-sector provided a range of services to build and/or strengthen the capacities.
7. The PPP component collaborated with selected key stakeholders to move forward the processes for the (a) cold storage freight facility at the Dakar airport, and (b) management of the Niokolo Koba National Park.
8. USAID approved the contractual policy reform milestone relating to the reduction of the (a) costs of starting business; and (b) number of days and procedures to start a business.

### **Information Sources**

The Evaluation Team shall familiarize itself with USAID and project documentation.

USAID/Senegal will ensure that all relevant documents are available to the Team prior to the field work. The documents will include, but not limited to:

- IRG-EG annual work plans, annual and semi-annual reports;
- Task Order milestones;
- Performance Monitoring Plans prepared by USAID;
- Monitoring and Evaluation manual prepared by IRG-EG
- Monitoring and Evaluation data sheets prepared by IRG-EG;
- Baseline data for selected value chain sectors;
- Sectoral action plans;
- Training manuals;
- Sectoral value chain analysis reports;
- Other sectoral (PPP and PR) reports; and
- Field trip reports; and
- Other documents, as required.

### **Scope of Work**

Required tasks and timeframe

The tasks in this SOW will be implemented over the period of about seven weeks, starting on or about January 12th, 2009 to about February 27th, 2009. The schedule below is illustrative and will be discussed and revised, as required.

## **TIMEFRAME TASKS**

**Jan. 10 2009** Travel Casablanca-DC

**Jan. 12-13 2009** Meetings in Washington DC with USAID and IRG

**Jan. 15 2009** Travel to Dakar

**Jan. 16 2009 (morning)** Meetings with USAID to (a) discuss the draft work plan; (b) review and confirm planned dates of submission of deliverables; and (c) brainstorm on key accomplishments, weaknesses, opportunities, and threats.

**Jan. 16 2009 (afternoon)**

Meetings with IRG EG to (a) review the information sources and contact list; (b) discuss appointment dates and times; and (c) brainstorm on key accomplishments, weaknesses, opportunities, and threats.

**Jan. 19 2009** Inbriefing with GOS representatives

**Jan. 10–19 2009** Literature Review

**Jan. 20 2009** Final Work Plan, Methodology and Tools submitted for approval

**Jan. 21-23 2009** USAID Review of Work Plan, including Data Collection Methods and Tools

**Jan. 26-28 2009** Meeting with Dakar-based Key Informants

**Jan. 28 – Feb. 4 2009** Field Travel and Data Collection

**Feb. 5 – 9 2009** Drafting

**Feb. 10 2009** USAID/Dakar Debriefing

**Feb. 11 2009** First Draft Revision Based on Comments

**Feb. 12 2009** Debriefing with GOS Representatives

**Feb. 13 2009** Full Draft Submission

**Feb. 14 2009** Travel back to Country of Residence Casablanca, Morocco

**Feb. 16-18 2009** Feedback from USAID/Senegal and IRG EG

**Feb. 18-25 2009** Possible Revisions to Report

**Feb 26-27 2009** Translation of documents and Submission of final report

## **Methodology**

The team conducting this mid-term evaluation shall review all the relevant documents pertaining to USAID EG program, including those listed in the background section. In Dakar and in a sample of targeted localities, the team will also meet and interview representatives from Government of Senegal, donors, partners and other stakeholders.

The evaluation team shall propose its own methodology but it is expected that the evaluation will be implemented through document review, key informant interviews, and focus group meetings. USAID/Senegal expects that the analysis will consider gender issues such as the constraints to effective participation by men and women, and the opportunities to maximize effective participation of men and women in future program activities.

**Issues to be investigated:** The primary focus of this evaluation is on the BDS, PPPs, and PR components of Task Order # 1 under USAID EG program. The evaluation shall provide general and specific conclusions and recommendations on ways to keep the momentum, boost the program, or make the most suitable modifications in the program. USAID/Senegal is interested in knowing about the adequacy of the components, the soundness of the approaches, the quality of Task Order overall management, the adequacy of the supply of the services and inputs to be provided, the beneficiary coverage and response, and the overall chance of sustaining the program.

Specific questions (among others) that are of interest to this Mid-Term evaluation are:

### ***Component 1: Business Development Services***

- Has the program been able to complete the planned activities within the stipulated times?
- Did the services and inputs provided reach the target population in the expected numbers?
- To what extent did the target groups use the services and inputs provided? Were any formal or informal mechanisms established for involving key stakeholders?
- Has the BDS approach proven to be effective?
- Are the planned results achievable in the present private sector organizational environment?

### ***Component 2: Public-Private Partnerships***

- Has the program been able to complete the planned activities within the stipulated times?
- Are the planned results achievable with the lack of a broad range of financing instruments or other institutional factors?
- What does this experience suggest about the future potential for PPPs in Senegal?
- What needs to be changed to speed-up the PPP process?

### ***Component 3: Policy Reforms***

- Has the program been able to complete the planned activities within the stipulated times?
- Have the policy reforms identified been sufficiently ambitious?
- Has the approach for accomplishing policy reform been effective?
- Are the planned results achievable in the present "doing business" environment?
- What legal, regulatory, or administrative barriers are to be lifted for attracting investments and making the private sector more competitive?

### ***Cross-cutting themes***

- How well have the activities been coordinated and efficiencies established?
- Are the components relevant (the right mix)?
- What way are the components relevant? Are the targets set realistic?
- Are the intervention approaches still valid in light of 30 months of implementation?
- Are the intervention approaches conducive to sustainability?
- Is the program being implemented as planned?
- Did the program managers establish necessary linkages with governmental agencies and private organizations?
- To what extent public and private institutions were developed or strengthened?
- Was the supply of the services and inputs to be provided adequate?
- To what extent IRG EG has made progress in identifying, developing and implementing capacity building activities within GOS and private sector?
- To what extent the program monitoring system can meet the reporting requirements?

### **Deliverables**

The Evaluation Team shall provide the USAID/Senegal Cognizant Technical Officer of this contract with:

1. a work plan including data collection methodology and tools;
2. a draft evaluation report; and
3. a final evaluation report.

The evaluation team shall propose its own evaluation report outline but it is expected that the main body (sections INTRODUCTION through LESSONS LEARNED) of the final assessment report will not exceed **40 pages**. It is also expected that the report will include the following sections:

1. Acknowledgement
2. Acronyms list
3. Executive Summary

4. Table of contents
5. Introduction
6. Background
7. Purpose and Methodology of the Assessment
8. Findings (re performance, management system, etc.)
9. Conclusions
10. Recommendations and strategic options
11. Lessons learned
12. Bibliography
13. Annexes (terms of reference/scope of work; organizations contacted; a discussion of the methodology and data collection tools, etc.)

The evaluation team leader shall submit all draft documents to the Cognizant Technical Officer at USAID/Senegal. USAID will provide comments on the work plan within three working days of receipt. USAID will provide comments to the Evaluation Team Leader within three working days of receiving the draft evaluation report. The evaluation team leader shall incorporate USAID's comments and submit final report to USAID in electronic format (Microsoft Word) as well as printed and bound copies (five copies in English and 15 copies in French) no later than six working days of receipt of the comments. **IOS Partners** will be responsible for translating the final report into French. The evaluation team leader shall submit one either electronic or hard copy to Development Experience Clearinghouse at <http://dec.usaid.gov> or M/CIO/KM, RRB M01, USAID, Washington DC 20523.

### **Required personnel**

#### **Team composition**

It is expected that this evaluation team will be comprised of one evaluation team leader, recruited internationally, and up to three locally hired experts with skills defined below. All candidates must be approved by USAID/Senegal. The evaluation team will work under the overall direction of the Team Leader. All team members will contribute to day-to-day problem solving, technical questions, etc.

Desired qualification for the key personnel The Evaluation Team Leader is responsible for hiring the local consultants, clarifying the scope and timeline with USAID, compiling and distributing the background materials to the team members, team management and coordination, writing assignments, making transportation and logistics arrangements, field work preparation/scheduling, and briefings/debriefings. Working in conjunction with other team members, s/he will be responsible for data analysis, lessons learned, and recommendations.

The Evaluation Team Leader must have the following skills and qualifications:

- a post graduate degree in political economy, economics, or related fields;
- an extensive experience in trade and competitiveness;
- an extensive experience in strategic planning/development;
- a proven record of leadership in evaluation of economic competitiveness activities;
- knowledgeable of USAID policies, objectives and programs;
- a proven team player experience; and
- excellent spoken and written skills in French and English.

Additionally, other team members to be recruited locally must have proven experience in evaluation and expertise in the following areas:

- Public-Private Partnerships;
- Value chain analysis; and
- Policy reform.

## ANNEX II – Work Plan

### WORK PLAN for MID TERM EVALUATION: SAGIC's ECONOMICS GROWTH PROGRAM (IRG) SCHEDULE OF ACTIVITIES (Jan 26 update)

	COMPONENT #1 - BDS	COMPONENT #2: PUBLIC - PRIVATE PARTNERSHIP (3P)	COMPONENT #3: POLICY REFORM	COMPONENT #4: CROSS-CUTTING THEMES	Deliverables	Approval of Deliverable	Observations
<b>Responsible</b>	Bachir Ndiaye	Mame Birane Diouf	Babacar Cisé	Mame Birane Diouf			One person is responsible for each component, but the team is involved in all four
<b>Emphasis</b>	Mango, cashew, bissup, banana, textile	Reframing the follow-on reach	Perception & reality of Policy Reform for next phase	Can marriage among the components be improved?			Following interviews, emphasis may need altering
<b># of interviews</b>	22 interviews, 4 in Thies, 4 in Ziguinchor	9 interviews Dakar	12 interviews Dakar	Internal interviews and analysis - Dakar			Most of field work for components 2-4 are Dakar based; only BDS is best done outside
<b># of work days</b>	22	8.5	23	15.5			Requires review & adjustments
<b>Week 2</b>					<b>DELIVERABLE:</b>	<b>USAID</b>	
Jan 20-24	Meet with USAID, SAGIC, establish work plan, begin document review, individual interviews				<b>Work Plan Jan. 21, 2009</b>	<b>Review work plan</b>	
<b>Week 3</b>							
Jan 26-31	Document review & interviews: mangos (5); cashews (3)	Document review & interviews: CEPOD and DASP (Min Finance); APIX; Office of the President.	Doc. review & interviews: SCA Permanent Sec; CEPOD and DASP (Min Finance); APIX-SCA/Doing business.	Internal interviews and analysis - Dakar	Field travel & data collection: Jan 29-Feb 14		
Travel	Thies Jan 29-31						
<b>Week 4</b>							
Feb 2-7	Interviews: bissup, bananas and textile; analysis, drafting USAID debriefing/PPT	Interviews: Conseil des Infrastructure; PPIAF (World Bank); CNES; lawyer & consultant advisors to Business Assoc.	Min Labor; Dir Prevision/Etds Eco (Min Finance); Advisor Comptvns (Off. President); WB, AFD; CNES, CNP	Continue with interviews and perhaps focus groups	Field travel & data collection: Jan 29-Feb 14		
Travel	Ziguinchor Feb 6-9		Ziguinchor Feb 6-9		<b>DEBRIEFING USAID: Feb 13</b>		
<b>Week 5</b>							
Feb 9 - 14	Analysis, writing, data verification, and preparation of briefing documents and presentation PPT						
	USAID/Dakar debriefing: Friday 13.						
<b>Week 6</b>							
Feb 16 - 21	Review USAID comments; debriefing GOL Feb 17; Full Draft submitted to USAID, Feb 17				Debriefing GOS, <b>DELIVERFABLE</b> Full Draft USAID Feb 17	<b>USAID Feedback and IRG</b> Feb 18-20	
<b>Week 7</b>							
Feb 23 - 27	Incorporate feedback from USAID and IRG, revision, translation, submission of final report, Feb 27				<b>DELIVERABLE:</b> Final report Feb 27		