

Statement of Work.

DAI Evaluation

End of Activity Evaluation of the Implementation of the USAID/Tanzania Private Enterprise Support Activities (PESA) by Development Alternatives Inc. (DAI)

I. PURPOSE OF THE EVALUATION

The evaluation will examine Private Enterprise Support Activities (PESA) being implemented under USAID/Tanzania's Economic Growth Strategic Objective (SO 9) "Increased Micro and Small Enterprise Participation in the Economy." The principal focus of the work will be an evaluation of the impact of PESA and effectiveness of DAI's implementation of PESA.

This is an opportune moment for an evaluation of PESA and DAI's work. PESA is in its last year of implementation. USAID/Tanzania is transitioning from one strategy to another. Since the development hypothesis of PESA is consistent with the goals of the new strategy, it is worthwhile to consider extending some or all of PESA into the new strategy. A decision to do so, in part, would depend on the demonstrating that strategy of PESA is appropriate and that it has been effectively and efficiently implemented. The results of this assessment will help guide the decision making process concerning the future funding of PESA.

II. BACKGROUND

Launched in 2002, PESA's primary goal was to assist sustainable economic growth of farmers through direct capacity building and the development of producer associations. PESA also supports the creation of an enabling environment for farmers within the commodity value chain. DAI uses an "integrated sub-sector development" approach to deliver technical assistance and advisory services. DAI has worked with producers, associations, and associated enterprises to improve productivity; marketing skills; and making linkages to local, regional, and export markets. They have worked in 12 commodity subprojects in six regions of the country in such crops as citrus, onions, vegetables, sugar, rice, paprika, and sunflower.

While initially broad in scope, activities under the PESA contract were shifted after year two, and overall the work plan was reduced in scope due to funding limitations. At the end of FY 2005, PESA was again reduced (again due to funding limitations) from the initial seven activities to five, which are listed below (using the numeration found in the final contract).

Activities

1. Strengthen business associations
4. Establish market linkages for private enterprise
5. Make business and market information available
6. Increase business and entrepreneurial skills; and
7. PESA results tracking system

III. EVALUATION FOCUS

The focus of this evaluation is to assess the performance of DAI's implementation of PESA. Relating to activities

1, 4, 5, and 6 the contractors will answer the following questions:

1. What were the objectives of the final revised PESA proposal? Were these objectives clearly stated? Why or why not? Were they in line with the Mission's results framework? Why or why not? Were they within the manageable interests of DAI and the PESA project? Why or why not? Were the targets and achievements outlined in the final revised PESA proposal realized? Why or why not?
2. Did DAI employ a strategy in implementing PESA? If so, describe the strategy including how it was developed. Was the strategy employed by DAI (including staffing practices) effective in realizing the goals of PESA? If so, what major variables accounted for this success? If the strategy was not effective in realizing the goals, explain why.
3. Is there a definition of sustainability in the PESA proposal? If not, why not? If there is a definition, is it likely that the results reported by DAI are sustainable? Why or why not?
4. Was cost effectiveness a stated objective in PESA's proposal, the Mission's results framework, or DAI's PESA strategy? If not, what is a "working definition" of cost effectiveness that might apply to PESA implementation? Why is this definition applicable? According to this definition, has the implementation of PESA by DAI been cost-effective? (Here the contractor is allowed to choose several different measures of cost effectiveness [e.g., return on investment, cost/benefit analysis, cost per project beneficiary, etc.] as long as the measure is explicitly stated and directly addressed in the evaluation of cost effectiveness.)
5. Although not an explicit goal of PESA, was an effective gender strategy in place, and has it led to improvements in women's economic opportunities? Why or why not?

Specific to Activity 7, the contractors will answer the following questions:

1. Was data quality and validity addressed in the PESA proposal, results framework, or PESA strategy? Why or why not? If quality and validity are addressed, what is the quality and validity of DAI's data collection methodology and data collection for PESA activities? If data quality and validity were not addressed, what commonly accepted measure of data quality and validity can be used to evaluate DAI's data collection methodology and data collection? According to this measure, what is the quality of DAI's data collection methodology and data collection?
2. Were performance indicators established for DAI's management of USAID/Tanzania's SO 9 Results Tracking System? Why or why not? How well did DAI manage (in terms of efficiency and effectiveness) the Results Tracking System for USAID/Tanzania's SO 9?

It is important that the recommendations that result from this evaluation take into account USAID/Tanzania SO 9 and SO 12 goals and objectives and as well as those of the PESA.

USAID/Tanzania acknowledges that it is normal during the course of an evaluation that additional germane questions may arise. USAID/Tanzania will consider recommendations from the Contractors to changes in the set of questions within SOW once they arrive in country.

IV. METHODS AND PROCEDURES

The contractors will use rapid appraisal techniques (e.g., key informant interviews, site observations, mini surveys, etc.) when conducting this evaluation. The evaluation team will inspect the operations of DAI's office in Dar es Salaam and field offices. In the field, the contractors will visit and meet representative farmers and farm groups associated with the major commodities DAI has worked with over the past three years (i.e., oranges, onions, paprika, rice, sugar cane, and sunflower).

Another concern to examine is if the strategy and resources used by DAI to achieve the PESA program's targets are cost-effective. The contractors will use a cost-effectiveness (C/E) comparison of monetary and non-monetary benefits related to different techniques used by DAI.

V. TEAM COMPOSITION

The evaluation team will consist of an external consultant as Team Leader and up to two Technical Specialists. The Team Leader should have hands-on experience in agro-business development (or other relevant field) in East Africa and experience in the design, implementation, and evaluation of USAID projects. The Technical Specialists should come from fields that complement those of the Team Leader to cover the full range of skills needed (e.g., background in areas such as monitoring and evaluation, crop production, rural finance, market analysis, trade, or agricultural development). The inclusion of African professionals as Technical Specialists is highly recommended.

The contractors will describe the use of USAID expertise in the work plan, and the work plan will describe the process of consultations and discussions with key USAID staff – in Washington or at the Mission. A staff member from the EG So will participate in the evaluation process.

VI. REPORTING REQUIREMENTS

The team will submit a detailed work plan along with the schedule of field work, specifying how the information will be collected, organized, and analyzed to meet the information needs specified in the scope of work not later than three days after the team arrives in Tanzania. The work plan will be submitted to and approved by the EG SO before the consultants begin for field work.

After completing the field work and before leaving country, the team will submit a draft evaluation report and brief EG SO staff. The EG SO staff will provide comments and suggestions within one week after receiving the draft.

The Final Report (hard copy and electronic version in Word and PDF format) will be sent to the Mission within two weeks after the completion of the field work in Tanzania. In addition, in accordance with ADS 540.3 an additional copy of the final report will be submitted to USAID's Development Experience Information and Reference Services (DEXS)

To ensure that the evaluation findings and recommendations are presented in a way that is useful to the Mission, the following outline is recommended:

- Executive summary not to exceed two pages in length composed of a brief methodology statement, findings, and key recommendations.
- Introduction and background section for the overall evaluation
- Brief description of PESA activities
- Discussion of SOW questions, using the following format: findings, conclusions, and recommendations

VII. LOGISTICS

Work Plan

The evaluation team will develop a work plan that incorporates visits to the DAI office in Dar es Salaam and throughout the PESA region to visit representative communities for each of the major commodities DAI has worked on over the past years (i.e., oranges, onions, paprika, rice, sugar cane, and sunflower).

Schedule

The evaluation is scheduled to take place in early calendar year 2006. The duration of the evaluation is estimated at approximately 3 weeks. The contractors will use a 6-day work week.

Personnel

The evaluation team will consist of a Team Leader and up to two technical specialists.

The Team Leader will have:

1. At least an M.S. in agriculture, agricultural economics, or a closely related field.
2. Extensive experience in analyzing agricultural development activities
3. East African experience
4. Prior experience in leading an evaluation for a USAID activity
5. Demonstrated interpersonal and management skills
6. Excellent writing and analytical skills

The Technical Specialist(s) will have

1. An advanced degree in agribusiness, marketing, or monitoring and evaluation
2. Prior experience in participating in and/or conducting a USAID activity assessment
3. Excellent writing skills
4. Preferably functional fluency in Kiswahili

Logistics

Prior to the arrival of the evaluation team in Tanzania, the Mission will make available relevant reports and other background materials appropriate to the evaluation.

The evaluation team is required to provide all logistical arrangements such as international travel, accommodations in Tanzania, interpreting, secretarial, and other services. The team will be responsible for arranging local transportation for travel to selected PESA activity sites. Detailed schedules for site visits and interviews will be developed by team members in consultation with USAID/Tanzania and DAI. Logistical issues to be resolved in advance include the number of sites to be visited, number of interviews, and timing of field site visits

The USAID Mission and DAI will assist the evaluation team in scheduling meetings and site visits, including the names and contact information for key individuals to be interviewed.

Performance Period:

The period of performance for the deliverables under the work order is 3 months from the date of signing of the Task Order.

VIII. EVALUATION CRITERIA

The proposal will be evaluated on the following three criteria. The maximum point score possible is 100.

1. Responsiveness and likely effectiveness of proposed plan including design, implementation and documentation phases – 30 points
2. Past performance in conducting USAID-activity evaluations – 50 points
3. Availability during requested period – 20 points