
APPENDIX II

BACKGROUND EVALUATION INFORMATION

A. EVALUATION TERMS OF REFERENCE

SCOPE OF WORK FOR AGRO-BASED INDUSTRIES AND TECHNOLOGY DEVELOPMENT PROJECT-PHASE-II EVALUATION

Purpose of the Evaluation: The purposes of the evaluation are: (a) to provide an assessment of the impact of ATDP-II to date in relation to the project purpose and expected results, (b) to recommend possible ways, if any, in which the project might increase the impact of its services over its remaining life, and (c) to guide USAID in determining future programming decisions in agriculture/agribusiness.

Background: The Agro-based Industries and Technology Development Project-Phase II is USAID's vehicle for assisting and promoting agribusiness in Bangladesh. This project contributes to the USAID/Bangladesh's Strategic Objective 5: "Growth of Agribusiness and small Business", which is considered as a means of increasing incomes of poor Bangladeshis.

Objectives of the project: The purpose of ATDP-II is to promote the growth of private sector agribusiness in Bangladesh in an open and competitive market environment. Project activities focus on improving the ability of private enterprises to develop, produce, market, and finance products and services in competitive markets. This is done by :

- Direct enterprise assistance to selected agribusinesses
- Strengthening key financial and non-financial agribusiness support institutions
- Achieving improvements in relevant policy, legal and regulatory environment

Sectors and Commodities: The project provides technical and managerial assistance to promote growth and profitability in the following targeted sectors:

- Poultry
- Horticulture
- Grains
- Dairy/Livestock
- Fisheries

Locations: The project provides services throughout the country. The implementation contractor has established a headquarters office in Dhaka, and regional offices in Khulna, Chittagong, Sylhet, and Bogra.

Funding Summary :

USAID: \$ 10.0 million
GOB: Agribusiness Credit Fund (ACF)- \$ 20 million
ACF-Development Fund-- \$6 million
Total : \$ 36 million

Project implementation period: January 2001 to December 2005

Implementation arrangements: The project is implemented by The Louis Berger Group, in collaboration with Cargill Technical Services and Land O' Lakes.

All project activities are implemented in close coordination with the Ministry of Agriculture, which acts as the lead Government of Bangladesh coordinating agency for the project. The project receives policy guidance and advisory support in the implementation of program activities from a Steering Committee headed by Secretary, Ministry of Agriculture. In addition, the project works with the Ministries of Commerce, Finance, Ministry of Livestock and Fisheries, Export Promotion Bureau, NGOs, Chambers of Commerce and Industries.

Expected Results

Indicators	Targets
a) Growth in sales	\$154 million
b) Growth in exports	\$ 59 million
c) Growth in number of jobs	85,000

Questions for Evaluation: Evaluation questions are organized according to the three major objectives of the evaluation.

1. Impact To Date:

- Evaluate the impact of the project in terms of growth of domestic sales , export and employment
- What services have had the most impact, and in what sectors and regions? The least? Assess how well the needs of different customers are being met?
- Evaluate the effectiveness and sustainability of (a)Shrimp Seal of Quality activity, (b) Agribusiness MBA program, (c) market research and trade promotion activities.
- Assess project's implementation approach and strategies, including the use of contracts with lead firms, cost-sharing, and institutional collaboration (with government, non-government, business network partners) for the development of private agribusiness enterprises.
- Evaluate the effectiveness of the project in : a) developing alliances and market linkages within targeted sub-sectors; b) encouraging market-based business service delivery
- Review effectiveness of project activities in identifying policy constraints , analyzing the impact of policy decisions on private agribusiness, and initiating policy reforms
- Evaluate the effectiveness of project activities in terms of strengthening agribusiness support institutions.
- Assess the performance of the project in facilitating the involvement of women in agribusiness in Bangladesh, and recommend ways in which the greater participation of women can be ensured in the future USAID/Bangladesh's agriculture/agribusiness program design.
- Assess the contribution of Agribusiness Credit Fund (ACF) to the overall impact of the project. Should ACF be continued after the conclusion of the current ATDP? If so, what changes should be made to increase its impact?

2. Opportunities for ATDP:
 - Examine scope of improvements in project activities and modes of operations for the rest of the project period based on the findings of the aforementioned tasks.
 - How can ATDP-II best ensure the long term sustainability of activities supported by the project?
3. Opportunities in Agriculture/Agribusiness after ATDP-II
Based on the principle findings of the evaluation, a review of other documents (including recent assessments of USAID project), and discussions with key contacts, what kinds of activities, within the field of agribusiness and agriculture, should USAID consider supporting after the completion of ATDP-II in 2005?

Methodology

The contractor shall determine an appropriate evaluation methodology of suitable rigor. The Mission suggests that the review approach include the following:

1. Review project documents, work plans, quarterly reports, annual reports and other reports of ATDP-II.
2. Review relevant reports of other USAID projects and other donors.
3. Verify the accuracy of a small sample of data from ATDP-II reports
4. Conduct interviews and discussions with appropriate private sector and other partners of the project, USAID and the Government of Bangladesh, other USAID projects, and other donors
5. Undertake field visits to review effectiveness of services delivered by ATDP-II. Assess “before” and “after” status of firms assisted by ATDP-II to ascertain impacts on growth of sales, export and employment due to project intervention. Interview relevant business associations officials of respective sub-sectors supported by ATDP-II.

Evaluation Team: The Evaluation Team will consist of the following:

1. Expatriate Private Sector Expert with international agribusiness experience- (Team Leader)
2. USAID/Washington Member
3. Agricultural Economist-local (Member)
4. Enterprise Development Specialist-local (Member)

All team members should have experience in conducting evaluations in developing countries. All should have excellent analytic ability and writing skills.

The Team Leader shall coordinate and manage the team in the conduct of the evaluation, and shall lead the production of the report. Consequently, s/he should have significant experience in evaluations, and should possess excellent inter-personal, managerial and writing skills.

The contractor is responsible for identifying, contracting, and obtaining the services of the Bangladeshi team members and Bangladeshi support and/or professional services it needs. USAID/Bangladesh can suggest contacts for identifying the Bangladeshi team member should the Contractor wish.

Performance Period: The evaluation should begin in Bangladesh late September or early October, 2004. The in-country work should be completed within 30 working days of inception. A six- day work week in Bangladesh is authorized.

Reporting Requirements:

1. Delivery: The Contractor shall submit a first draft of the evaluation report on or about days after inception of the work in Bangladesh, and shall debrief Mission staff on the major findings and conclusions. The Contractor shall submit at least 10 copies of the final version of the evaluation report to USAID/Dhaka on , 2004.
2. Evaluation Report Format:
 - Executive summary: approximately 3-5 pages
 - Statement of Findings, Conclusions, and Recommendations: Findings and conclusions shall be succinct, with the topic identified by a short sub-heading related to the areas of inquiry identified in the Statement of Work. Recommendations shall correspond to major findings.
 - Body of the Report: The report shall provide the evidence and analysis to support the findings and conclusions.
 - Annexes: Shall include at least the following:
 - Evaluation SOW
 - Resume of Team Members
 - Description of Evaluation Methodology
 - Bibliography of Documents Consulted
 - List of Persons contacted
 - Case Studies

Logistics

The Contractor shall organize the logistics of the evaluation. This includes accommodation, office space, computer rental, secretarial and other support services, transportation, and interview scheduling.

B. EVALUATION ISSUES EXAMINED IN THIS STUDY

IMPACT: SWOT ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Were project and program goals accomplished? What was the increase in production, jobs, domestic sales, exports, income and welfare? What were the benefit magnitudes? Were there unintended benefits or problems? Who benefited and by how much?

1. Expected (end of 2005) project results indicators:
 - Growth in domestic sales \$154 million
 - Growth in export sales \$ 59 million
 - Growth in the number of jobs 85,000
2. Value added of ATDP II targeted sub-sectors and their contribution to the growth of the Bangladesh economy.