

## **ANNEX VI: Scope of Work**

### **SECTION C. DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK**

#### **C.1. INTRODUCTION**

As signatories to the Central America-Dominican Republic-United States Free Trade Agreement (CAFTA-DR), participating countries are required to improve and effectively enforce their existing trade laws, policies, and regulations, including sanitary and phytosanitary measures and food safety. To benefit fully from CAFTA-DR, participating countries need to address basic requirements outlined in Chapters 4, 5, and 6 of CAFTA-DR, including portions of Chapter 3 that relate to textile rules of origin.

The United States Agency for International Development's Regional Program for Central America and Mexico (USAID/E-CAM) will award a 12-week Task Order for the assessment of the programs described herein with recommendations for future programming areas that will directly affect trade facilitation and have a substantial impact on food security and nutrition.

#### **C.2. PURPOSE**

The purpose of this evaluation is to learn to what extent USAID-managed trade facilitation cooperation programs have helped countries to comply with Chapters 3, 4, 5, and 6 provisions of CAFTA-DR, and more importantly, how USAID assistance has improved trade across borders interregionally and with the United States and other countries.

Specifically, the contractor shall a) evaluate the effectiveness of the implementing instruments in achieving their targets and goals (Indicators, Performance Indicators, etc.); b) identify and prepare materials on success stories; c) identify any best practices and lessons learned in all areas covered by the CAFTA-DR program; d) provide key recommendations for future interventions to overcome regional trade barriers that could result in improved trade flows and increased incomes; and e) provide specific recommendations on what past and present interventions could have a direct or secondary impact on reducing poverty and specifically improving food security and nutrition.

#### **C.3. SUMMARY OF USAID CAFTA-DR BILATERAL AND REGIONAL TRADE-RELATED COOPERATION PROGRAMS**

##### **C.3.1. CAFTA-DR Regional Trade Program Overview**

###### ***1. Rules of Origin and Customs Modernization***

###### **Project: USAID Regional Trade Program for CAFTA-DR (Chemonics)**

This is a key catalyst for Central American countries and the Dominican Republic in removing hurdles to trade and investment. CAFTA provides clear incentives for member states to accelerate the pace of reform, harmonize laws across the region, and implement new regulations.

The overarching goal of promoting trade and investment activities is to assist the signatory countries in meeting their obligations under Chapters 4 and 5.

These chapters relate specifically to rules of origin and customs modernization.

Activities focus on providing the technical assistance and training necessary for countries in the region to meet obligations contained in CAFTA-DR Chapter 4 "Rules of Origin and Origin Procedures" and

Chapter 5 “Customs Administration and Trade Facilitation”. The challenge of implementing the obligations of CAFTA-DR and other agreements falls primarily on the national governments of each country. However, many of the tasks benefit from common approaches across the region and thus USAID is working with regional organizations such as SIECA to promote harmonized rules and regulations among all signatories.

This program will improve and modernize customs functions, thus reducing the time to trade. Assistance also promotes the streamlining of processes for exports and imports, including reduction of documents, signatures, clearance time, and costs. USAID is also working to improve the capacity of customs in specialized functions, including commodity valuation, risk management, and post-entry audit.

On September 18, 2006, USAID signed a US\$7.2 million contract with Chemonics International to implement a regional program to help CAFTA-DR signatory countries (El Salvador, Guatemala, Honduras, Nicaragua, Costa Rica, and Dominican Republic) comply with requirements of Chapters 4 and 5, related to rules of origin, customs administration, and trade facilitation, respectively; and also to help them understand and better comply with rules of origin in Chapter 3 related to the textile sector. This program ended on September 30, 2010.

The main achievements are: (a) training the relevant authorities of the CAFTA-DR countries to be able to implement and adequately manage the rules of origin process in an efficient manner, and (b) for the private sector to understand, use, and receive the benefits of the treaty through the correct use of the rules of origin and origin procedures. The program ended on September 30, 2010.

**Project: USAID-SIECA Cooperative Agreement for the Compliance with Rules of Origin and Customs Procedures (SIECA)**

In addition, on July 27, 2006, USAID signed a US\$3.3 million cooperative agreement with the Secretariat of Economic Integration of Central America (Spanish acronym SIECA). The program was focused on harmonizing laws, policies, regulations, and administrative customs and treaty administration processes as provided by CAFTA-DR Chapters 4 and 5 and the textile sector rules of origin. This program will ended on December 31, 2010.

The main achievements to date of the program are in:

- (a) the review, validation and implementation of the Sistema Generador de Documentos Electrónicos (GEDOEL); and
- (b) The review, approval, and implementation of the format for the electronic certificate of origin.

**Project: USDA-PAPA Sanitary and Phytosanitary Standards (SPS)**

In 2004 USAID signed a US\$6.4 million interagency agreement with the United States Department of Agriculture (USDA) to implement technical capacity building (TCB) programs in support of CAFTA-DR. The program has focused on strengthening sanitary and phytosanitary (SPS) measures, including food safety, and capacity building to enhance agricultural trade with the United States, and with other foreign markets. Key commodity sectors targeted for meeting U.S. importing requirements have included fresh fruits and vegetables, meat and poultry products, and dairy products. Training and technical assistance programs have mainly been delivered to government technical and regulatory officials, including national laboratories’ personnel, but have also included private sector management and staff, as appropriate. In delivering the technical assistance and training programs, USDA has primarily utilized experts within USDA, from other U.S. government agencies (e.g., the Environmental Protection Agency, the Food and Drug Administration), and from U.S. land grant universities.

The overall goal of the program has been to support CAFTA-DR countries in the understanding, harmonization, and compliance of U.S. and international trade regulations to take advantage of the free trade agreement opportunities. This includes building effective regulatory systems, defining export opportunities, and complying with the U.S. rules and regulations on agricultural products.

As of March 31, 2010, over 4,100 individuals have received training on different topics related to SPS; 24 policy reforms have been analyzed with USAID/USDA assistance, from which 21 were presented for legislation; and 94 organizations throughout CA-DR have been assisted and strengthened in their technical capacities. The value of selected exports attributed to the program's support during FY09 totaled US\$38 million. The program was scheduled to end in March 2011.

### **C.3.2. CAFTA-DR Bilateral Trade Program Overview**

#### **Project: Customs and Business Environment that Promote Trade and Investment (BAH)**

USAID assisted the Government of El Salvador (GOES) and the private sector to better understand the problems, concerns, and negative impacts resulting from barriers that still remain in the trade and investment environment, and help them develop adequate legislative, administrative, and commercial capacity to reduce such barriers and promote broad-based economic growth in El Salvador. To do this, USAID signed a contract with Booz Allen Hamilton–BAH (AFP-I-03-04-00005-00) on July 11, 2006 to implement the bilateral activity “Customs and Business Environment to Promote Trade and Investment Project,” which ended on July 30, 2010.

During project implementation, BAH focused on three areas of assistance: 1) trade facilitation through customs reform and modernization; 2) barriers to trade and investment; and 3) improving the way of doing business. For the purpose of this evaluation, the contractor will only concentrate on the first area, which covered about 70 percent of the Task Order in which the Ministry of Finance's General Customs Directorate (Spanish acronym DGA) was assisted. Under this contract, the first area mentioned above provided assistance in four major customs-related areas: (1) general legal reforms of the customs legal/regulatory regime in accordance with CAFTA requirements; (2) rules of origin; (3) risk management; and (4) clearance and release of goods. Technical assistance in this area was aimed at facilitating the growth of El Salvador's export and import trade by helping DGA understand and implement customs-related international standards and best practices, including CAFTA-DR requirements, legal reform and enhancement relating to the administration and operations of the DGA for the operational efficiency and effectiveness of customs services. According to USAID, the contractor's assistance to the DGA in meeting the performance objectives significantly reduced the direct and indirect costs of moving goods across El Salvador's borders and facilitated El Salvador's integration into rapidly expanding global and regional markets.

Under this contract, the General Customs Directorate was assisted in the following specific areas:

#### **1. General Legal Reforms**

New legislative authorities and revisions of current national laws were conducted to fully implement many of the reforms to be supported under this activity in order to comply with CAFTA-DR as well as to implement international customs administration best practices. The GOES implemented draft legislation intended for substantial customs reforms, including requirements for CAFTA implementation, to include chapters on rules of origin (Chapters 3 and 4) and customs and trade facilitation (Chapter 5). In some cases, effective implementation of these legal reforms required fundamental changes in El Salvador's current, overall legal and regulatory approach to customs-related issues. Substantial education and outreach efforts throughout the GOES as well as the private sector were also required.

Assistance envisioned under this Task Order supported the DGA/ROO Unit to make it fully capable of administering CAFTA-compliant rules of origin in accordance with international best practices; supported the development of the internal procedural manual with operational guidelines for DGA and ROO Unit headquarters and field staff for determination of origin of goods in compliance with CAFTA Chapters 3 and 4; and the use of electronic certifications of origin.

## **2. Rules of Origin**

The GOES consolidated institutional capacity for ROO management in the DGA's Rules of-Origin Unit. The ROO Unit staff had little experience in implementing the full range of ROO functions, and so required extensive education and training on international best practices for the implementation of CAFTA Chapter 4 rules of origin and origin procedures for member countries and Chapter 3 of the CAFTA which establishes ROO for textiles/apparel.

## **3. Risk Management (RM)**

Under CAFTA Article 5.11, El Salvador had two years from the Agreement's entry into force within which to implement the requirements of CAFTA Article 5.4. The GOES prepared to comply with its responsibilities with regard to the determination of risk with its commercial trading partners so as to guarantee that imports of goods are introduced into the country in accordance with its relevant customs legislation, and to employ an expeditious, efficient process so that those goods that do not meet customs requirements are identified and dealt with as provided by law.

The assistance supported the DGA/RM Unit's headquarters; border posts operate with a modern, efficient risk analysis/management system reflecting basic risk management analytical and enforcement procedures in accordance with CAFTA requirements and basic international best practices.

## **4. Clearance/Release of Goods**

Article 5.2 of the CAFTA Agreement stipulates that "Each Party shall adopt or maintain simplified customs procedures for the efficient release of goods in order to facilitate trade between the Parties." El Salvador was committed to implementing Article 5.2 of the treaty within one year of its entry into force. These revisions were new to El Salvador and were, to a certain extent, at odds with procedures that prevailed within much of the DGA, the Ministry of Finance, and other agencies of the GOES. Key decisionmakers were concerned about potential risks associated with the implementation of these procedures and provisions, and had little understanding of the benefits for trade facilitation and its positive impacts on economic growth and development. Successful compliance with this provision of the CAFTA required aggressive and carefully calibrated outreach and education efforts.

Assistance under this task was provided to help DGA adopt or maintain simplified customs procedures for the efficient release of goods in order to facilitate trade. It ensured that its customs authority or other competent authority adopted or maintained procedures that: (a) provide for the release of goods within a period no greater than that required to ensure compliance with its customs laws and, to the extent possible, within 48 hours of arrival; b) allow goods to be released at the point of arrival, without temporary transfer to warehouses or other facilities; (c) allow importers to withdraw goods from customs before and without prejudice to the final determination by its customs authority of the applicable customs duties, taxes, and fees. The contractor assisted the Customs Directorate's Risk Management Unit in continuing to adding importers to the PACE program. The contractor also conducted training as necessary to introduce the program to the new customs authorities and continue building awareness in the private sector. The Customs Program for Company Compliance (*Programa Aduanero de Cumplimiento Empresarial*, PACE) is a new risk methodology for customs, which transfers risk analysis from transaction based (i.e., per declaration or container) to company based. The program has been successful, reducing clearance times to less than 4 hours for its current 11 company members.

Assistance also helped the Customs Directorate to address delays in certain key processes, including clearance of courier shipments and airport cargo. Various processes affecting shipment clearance and release were improved during the first phase of the project. With the introduction of the Procedural Manual for Customs and the Regulation on Advanced Rulings, the project helped to eliminate uncertainty and contradictory interpretation by frontline customs officers, thereby reducing clearance times.

Assistance was provided to continue improving the business enabling environment and trading across borders. The eSalPort initiative was developed. Under this initiative, a database and website ([www.esalport.gob.sv](http://www.esalport.gob.sv)) were developed; these allowed an interface between Customs and port operator (*Comisión Ejecutiva Portuaria Autónoma*, CEPA) databases. With this interface, cargo manifests are now delivered to Customs and CEPA simultaneously and clients can more effectively track their sea, courier, and land shipments. The initiative was expanded to include an interface to track air cargo as well.

### **C.3.3. DEVELOPMENT HYPOTHESIS OF BILATERAL AND REGIONAL TRADE PROGRAMS**

Underlying these four projects implemented by Chemonics, SIECA, USDA, and Booz Allen Hamilton (BAH) is a general development hypothesis which is that targeting USAID-funded assistance in the above described areas would be catalytic in helping the CAFTA-DR signatory countries (El Salvador, Guatemala, Honduras, Nicaragua, Dominican Republic, and Costa Rica; hereinafter the CAFTA-DR countries) to build a more solid foundation and greater capacity for sustainable economic growth and poverty reduction.

Underlying this general development hypothesis, each project area has its own development hypothesis, as follows:

- USAID Regional Trade Program for CAFTA-DR. Building the trade capacity of CAFTA-DR signatory countries to comply with treaty provisions and requirements (defined “rules of trade”) will improve the region’s enabling environment for expanded trade and investment, thereby providing greater incentive for the private sector to take risks, invest, and expand production and sales in the export and domestic markets.
- USAID-SIECA Cooperative Agreement for Compliance with Rules of Origin and Customs Procedures (SIECA). Helping CAFTA-DR signatory countries comply in a harmonized manner (to be seen as a trading block) will enhance businesses and trade and thereby provide greater incentive for the private sector to take risks, invest, and expand production and sales in the export and domestic markets. To work toward the Customs Union (*Unión Aduanera*) as a final goal under the integration process designed to facilitate commerce in the region, reduce costs, and promote broadened economic opportunities in the region.
- USDA PAPA. Taking advantage of the Free Trade Agreement, the risk to agricultural producers (and other enterprises along the value chain between producers and consumers) can be reduced by helping governments and the private sector (farmers and firms) understand and meet international standards (particularly U.S. requirements) for exported agricultural products. Improved trade can serve as an engine of rural economic growth with a positive impact on job creation, income generation, poverty reduction, and improved economic opportunities.
- Customs and Business Environment that Promote Trade and Investment. Designing and targeting interventions in El Salvador can build the sustainable capacity of the country through adequate and effective customs procedures and legislative trade regulations. Improvement in the trade and investment-enabling environment will enhance Salvadoran exports within the region and beyond and promote broad-based economic growth in El Salvador.

### **C.3.4. USES OF THE EVALUATION**

The evaluation will be used by the USAID/El Salvador Economic Growth (EG) Office and Mission Management to provide a retrospective analysis of program impact as well as to inform future programming priorities in trade and food security. In addition, the evaluation will serve to:

- Inform about future programming priorities with recommendations on how to address ongoing obstacles and challenges to improve trade and reduce trade barriers in the region directly or indirectly impact food security and poverty reduction.
- Identify if there are/were implementation problems, unmet needs, or unintended consequences or impacts, especially taking into account any unanticipated changes in the host country environment.
- Provide a better understanding of progress made by each project on such issues as relevance, impact, sustainability, and cost-effectiveness.
- Confirm the validity of the overall—and project-specific—development hypotheses or critical assumptions underlying the Mission’s economic growth strategy and the projects that were designed, funded, and implemented to make the strategy operational.

### **C.3.5. KEY QUESTIONS FOR THE EVALUATOR**

#### **General Evaluation Questions**

This evaluation will assist the Mission by providing information, from the viewpoints of food security and trade, to respond to the following practical questions:

- Should the USG increase, reduce, or otherwise focus its assistance to the region with respect to building capacity to implement the various chapters of CAFTA-DR? If continued implementation-related assistance is required, in which areas is the assistance most needed?
- Should the USG increase, reduce, or otherwise focus its assistance to the region in the area of building greater capacity for trade facilitation? If continued assistance is required in this area, in which category or subject matter, and in which countries and through what approaches or implementing mechanisms, would such assistance have the greatest impact?
- Is there a gender approach that should have been applied to ensure better gender equity results? What was missing in each project’s approach? If so, please describe.
- What trade barrier reductions would have the largest direct impact on food security in the region? (For example, price information, sanitary and phytosanitary standards (SPS), transportation, customs, etc.).

#### **Specific Evaluation Questions**

To provide a basis for the evaluation to generate relevant findings, conclusions, and recommendations based on the previous questions, a number of more specific evaluation questions for each of the four projects will be addressed, as follows:

1. What did each project achieve (i.e., what were the actual results) relative to the expected results? Within the limits of available information (or what can be compiled during field work supporting the evaluation), the Evaluation Team will compile the relevant data into a series of tables that summarize

results to date against expected/targeted results for each of the four projects (see more project specific questions below).

2. Within each project, where did implementation fall short of achieving expected (or desired) results and what factors constrained implementation from achieving greater progress toward targeted results?
3. What are the respective views of USAID, implementers, and beneficiaries with respect to weaknesses and strengths in the design, implementation, and management of each of the four projects?
4. Over the course of implementing each project, what significant corrections were made in the project's technical and/or management approach; and which corrections were effective or not?
5. Over the course of implementing each project, what new best practices were identified or revalidated (if already known)?
6. Over the course of implementing each project, what major "lessons learned" emerged?
7. Overall, what have been the strengths and weaknesses of the program comprising the four projects mentioned in the scope?
8. Based on the experience of those regional and bilateral projects evaluated, in which areas is USAID assistance most urgently needed?
9. What are the most effective ways to ensure effectiveness and future intervention in light of the best practices and lessons learned?
10. To what extent is U.S. government assistance sustainable? Why? What recommendations can be implemented for future U.S. government assistance?
11. Were there negative or positive impacts on gender equality? If so, what should the U.S. government do to enhance positive ones and avoid negative ones?
12. How effective are the interventions of regional organizations such as SIECA and COMIECO in the execution of intended results and impacts and in program implementation? How effective are contractors in undertaking these interventions versus regional organizations such as SIECA?

### **Specific Questions per Project**

USAID would like to have answers for key questions per program/implementing mechanism.

#### *1. USAID Regional Trade Program for CAFTA-DR and Compliance with Rules of Origin and Customs Procedures (Chemonics and SIECA)*

• To what extent is the GOES complying with CAFTA-DR Chapter 3, 4, and 5, including development of legal and regulatory reforms/requirements, manuals, guidebooks and publication of these products?

##### **a. Rules of Origin and Customs Modernization**

- Are the rules of origin and risk management units operational and do they have the recommended tools to perform efficiently and effectively?
- To what extent have CAFTA-DR countries improved their clearance time through risk management and automation of the selectivity criteria based on risk profiles.
- What are the program's technical recommendations implemented by signatory countries?
- What are the underlying factors explaining lack of implementation of technical recommendations, if applicable?
- How are CAFTA-DR signatory countries aware of the requirements and ways to fulfill the treaty provisions?
- What technical assistance and training are needed to continue improving CAFTA-DR implementation?
- Has USAID assistance indirectly helped to ease the flow of the basic food basket within and outside the region?
- Are the CAFTA-DR countries implementing the customs procedures approved through SIECA's assistance?

- What are the major obstacles to trade facilitation that still persist, including those that keep third-party observers from perceiving the region as a trading block?

#### **b. Sanitary and Phytosanitary Standards (SPS)**

- How effective has USAID/USDA assistance been to build SPS capacity in the government and private sectors of CAFTA-DR countries?
- In what ways did CAFTA-DR governments/Ministries of Agriculture/Animal and Plant Health Divisions feel that the program met their expectations?
- What are the private sector's opinions with respect to the program?
- How did the changes in Administrations (changes of governments with consequent staff turnover, etc.) during the life of the project in Central America and the Dominican Republic affect the program? What are the lessons learned in this respect?
- What are specific recommendations with respect to SPS as it relates to food security for future activities?
- Where is the region in terms of harmonization of standards and quality as compared to other regions?
- How has SPS helped to reduce poverty? Can this be directly correlated to food security objectives?
- What size firms and level of population received assistance under the USDA program (e.g., small, micro-enterprise, large, etc.)?

#### *2. CAFTA-DR Bilateral Trade Program*

- To what extent is the GOES complying with CAFTA-DR Chapters 3, 4, and 5, including development of legal and regulatory reforms/requirements, manuals, guidebooks and publication of these products ?
- As a result of implementing an effective risk management system at the DGA, this unit has been able to reduce the rates of physical inspection at El Salvador's main ports from an initial 28 percent to an average 7.1 percent of total shipments, while increasing by 50 percent the level of collections due to infractions detected in the physical inspections. How well structured is the DGA Risk Management Unit to sustain or improve that level of performance over time?
- During project implementation, the PACE program was developed and implemented. Before the project ended, 40 companies became members of PACE. How effectively is PACE attracting more companies to become active participants? Is the DGA ready to move to a higher level of company commitment of customs requirements through the implementation of an international customs compliance certification?
- Is El Salvador experiencing an effective streamlined process for exports and imports? How much has the number of procedures, documents, signatures, transit time, and overall costs been reduced? Is El Salvador meeting or exceeding Organization for Economic Cooperation and Development (OECD) averages (as contained in the World Bank "Doing Business" Report)?

#### **C.4. BACKGROUND DOCUMENTS FOR THE EVALUATION**

To prepare a technical proposal, the Contractor is expected to review all relevant program-related documents including but not limited to:

- CAFTA-DR Chapters 3, 4, 5, and 6
  - Copies of IDB, World Bank, and other reports related to the program's trade facilitation activities.
- On request, USAID may provide relevant documentation on the four projects mentioned in this SOW.

#### **C. 5. EVALUATION METHODOLOGY**

Based on the information provided within this Statement of Work, a firm bidding on the evaluation may wish to propose an alternate approach, factoring in the information that will be available to the Evaluation Team (see first bullet below). In any case, firms bidding on this evaluation will submit a written



description of (or approach for developing) the proposed methodology that the bidder would apply to carry out the evaluation. Further, after the award, the firm contracted to carry out the evaluation will be required to submit to USAID a detailed design and evaluation plan as a first deliverable.

The Evaluation Team should consider a range of possible methods and approaches for collecting and analyzing the information, which are required to carry out the evaluation. Data collection methodologies will be discussed with and concurred by USAID/E-CAM at the beginning of the evaluation work; this shall include the proposed relevant summary tables, graphs, and annexes.

The team will use participatory methods and activities that will enhance collaboration and dialogue among counterparts, particularly partners. For instance, the Evaluation Team should consider meeting and getting feedback from counterparts, beneficiaries, implementing entities, and stakeholders (regional and bilateral), such as CHEMONICS, USDA, APHIS, OIRSA, SICA, SIECA, CCAD, Ministries of Agriculture, Economy, and Commerce, Chambers of Commerce and Exports, and USAID bilateral missions.

To carry out the evaluation it is anticipated that the Evaluation Team will need to carry out the following tasks:

#### **C.5.1. Document Review**

- USAID/E-CAM will provide the Evaluation Team with key reporting documents stating the results achieved to assess the extent of the results reported.
- All team members will review and use these documents in preparation for the initial team planning meetings.
- Prior to conducting field work, the Evaluation Team will review existing literature and data, including the documents provided by USAID such as reports, studies, as well as pertinent documents related to the CAFTA–DR programs/projects.
- As a result of the document review, the contractor should prepare and provide to USAID a matrix of results reported by implementers of the programs and the methodology envisioned to conduct the evaluation.
- The contractor will also propose an outline of the final report for discussion at the Team Planning Meeting to be held in San Salvador, El Salvador.
- The contractor will prepare a proposal for communication and outreach material on the impact of the trade facilitation programs for discussion at the Team Planning Meeting to be held in San Salvador, El Salvador.

#### **C.5.2. Initial Orientation and Team Planning and Debriefing Meetings**

A one-day orientation and team-planning meeting will be held in El Salvador before the evaluation takes place. This meeting will allow the team to clarify the purpose, expectations, and agenda of the assignment. In addition, the team will:

- Participate in an initial orientation meeting with USAID/E-CAM in San Salvador, El Salvador.
- Present an outline and explanation of the proposed evaluation, discussing the methodology and work plan to carry out this evaluation.
- Clarify team members' roles and responsibilities.
- Review and finalize the evaluation timeline.
- Develop and or discuss data collection methods, instruments, tools and guidelines.
- Review and clarify any logistical and administrative procedures for the assignment.

- Develop a preliminary draft outline of the team’s work plan; final report; relevant summary tables, graphs, and annexes; and communication and outreach material.
- Assign drafting responsibilities for the final report.

Final one-day evaluation debriefs. The team will debrief USAID prior to submission of the draft report and the team’s departure from the country. During the last week of the assignment, the contractor will provide an exit conference to include a summary of findings, conclusions, and recommendations for future interventions in a PowerPoint presentation to Mission Management. Comments generated during this presentation will also be incorporated in the final report.

### **C.5.3. Field Visits/Key Informant Interviews**

The team will arrange to visit CAFTA-DR countries and in-country sites in consultation with the EG staff, as appropriate. The Evaluation Team should plan to meet with USAID Bilateral Missions to obtain feedback in the field since these missions are most knowledgeable of key players, stakeholders, and potential partners. USAID/E-CAM will consult with CAFTA-DR missions if they would like to meet the Evaluation Team.

When meeting key in-country representatives, the Evaluation Team may be accompanied by a member of USAID Bilateral Missions if the missions consider it appropriate. The site visits will involve interviews with government officials, other donors, various implementing partners, civil society, etc. Meetings with government officials and regional institutions are essential and will be scheduled as needed.

The Evaluation Team will conduct interviews with donor organizations, selected NGOs, and other key respondents identified during the planning meeting.

The Evaluation Team may be required to debrief USAID Bilateral Missions on field meetings or visits, if deemed appropriate. The purpose of the debriefing will be to share findings and receive comments or feedback prior to the preparation of the draft evaluation report.

## **C.6. TASKS TO BE PERFORMED**

The Evaluation Team will develop a full cadre of information and outreach products in a multimedia format designed to visually capture successes and impacts in an innovative format and for a variety of audiences to include public, government partners, and technical audiences.

The Evaluation Team will carry out the following tasks over a timeframe of up to twelve weeks:

1. Finalize a detailed work plan, evaluation methodology, and schedule for carrying out this scope of work, which will include visits to CAFTA-DR beneficiary countries: Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, and Nicaragua.
2. Review existing literature on the progress and impact of USAID-supported initiatives in trade facilitation programs. Select outstanding examples of success stories and impact that highlight a human-interest component or that can capture an easy-to-understand benefit that is long-lasting and deep-rooted for a person, company, community, government agency, or country-level impact (in English and Spanish).
3. Prepare a list of key contacts to be interviewed, including U.S. government officials, CAFTA-DR government counterparts, implementing partners, private sector, export associations, chambers of commerce, NGOs, and other stakeholders as required. Interview key U.S. government officials,

implementing partners, host country counterparts in each of the CAFTA-DR countries, including other donors and key stakeholders as needed, who are involved with the CAFTA-DR trade facilitation cooperation programs/projects, and other stakeholders who can provide an insight into USAID program impacts.

4. For the four projects to be evaluated, (Chemonics, SIECA, USDA, and Booz Allen Hamilton), prepare options for attractive presentations individually or a combination of multimedia communication and outreach materials and products that are visually appealing, in an easy-to-understand format, and that may include catchy titles, photos, graphics, clip art, etc.
5. Draft and finalize outreach materials and products for copyediting, designing, and printing.
6. Prepare and deliver ten copies in English and ten in Spanish of the final report that outlines the abovementioned questions and suggests recommendations for further work to be undertaken. The final product should include outreach materials (video, brochure, etc.) in hard copy and electronic copy (PDF format).

#### **C.7. IMPLEMENTATION AND MANAGEMENT PLAN**

The Contractor will provide the necessary contract management to fulfill all the requirements of this Task Order. This includes cost and quality control under this contract. The implementation and management plan will be required with the proposal.

#### **C.8. PERFORMANCE MONITORING PLAN**

The contractor's performance will be evaluated based on the completion of specific tasks as outlined in the Task Order and reports submitted to the Contracting Officer's Technical Representative (COTR) as well as the standards specified in Section E.2 Inspection and Acceptance.

**NOTE:** The final statement of work for the Task Order that will result from this RFTOP may incorporate specific relevant sections of the successful bidder's technical proposal.