

DIME-GAFSP Collaboration: Work Plan for Fiscal Year 2012

Summary: This work-plan provides an overview of the planned impact evaluation activities **DIME** will lead on GASFP projects during the Fiscal Year 2012 (FY12, ending June 30 2012). This work plan counts with the participation of the five countries which attended the 2011 **aadapt** Dakar global workshop (Bangladesh, Haiti, Mongolia, Niger and Rwanda) and does not extend to the newly-added GAFSP projects which would join this initiative over the course of the fiscal year.

The total anticipated disbursement (including commitments for data collection) for this FY is: **USD 1,930 k.**

Work-Plan

A. Main Program Activities

Three main categories of program activities will be rolled out during Fiscal Year 2012: (1) Staffing; (2) Data Collection; (3) Concept Note Review, and (4) quarterly progress reports to the Steering Committee members. In addition, we expect a baseline report to be produced in FY2013 summarizing the progress made and the lessons learnt across the portfolio. Annex 1 provides a snapshot of the timeline for the delivery of the main program activities.

Staffing. Two technical staff members will be recruited between August and January to coordinate the GAFSP portfolio from the **DIME** secretariat. The staff will consist of:

- a PhD Economist (GF) with excellent technical and impact evaluation skills who will provide intellectual guidance across the portfolio and coordinate the delivery of country-specific analytical products with the larger research team. (The vacancy was posted externally and the short listed candidates will be interviewed in the weeks to come.)
- a Research Analyst (ETC) who will coordinate the survey data collection work, ensuring homogeneous quality across the portfolio, and provide technical assistance and training to the field staff (a candidate has been identified and will join **DIME** in November 2011)

Terms of reference prepared for these positions are attached in Annex 2.

Data Collection. The following three activities will be performed between October and March 2011/12.

1. Design of protocols for survey collection (*Delivery Dec 2011*)
 - Review of the survey protocols, in particular of the use of Personal Digital Assistants (PDAs) or Tablet PCs for the collection of information at the household and community levels. This will include:
 - Assessment of the feasibility in using PDAs/Tablets across the portfolio (taking into account the new GAFSP countries if they are confirmed to join **aadapt** next year)
 - Review of the technical specifications for suitable hardware and software (PDA/Tablet PC units, survey programming and enumeration software, and GPS units)
 - Review of the methodology to collect accurate area data with GPS units and the required tech-specs to increase precision and usability in field conditions summarized into a manual

2. Procurement of the identified required survey collection equipment for the portfolio (*Delivery March 2012*). This includes, but is not be restricted to:
 - PDA/Tablet PC units to be used across the portfolio
 - Survey Programming Software for PDA/Tablet-based collection
 - GPS units allowing for advanced plot measurements
3. Common Measurement Instruments (*Delivery Feb 2012*). This includes the following two main instruments:
 - A module to inform the GASPF cross-countries Result Framework indicators: this module will be designed jointly with the M&E specialist for the GAFSP within the ARD Coordinating Unit
 - A common agricultural production module including:
 - Plot survey with GPS measurements
 - GPS measurements to assess the intensity of new technology adoption where appropriate (e.g. in Rwanda)
 - Collection of soil samples on the identified main plots to allow for soil quality measurements where appropriate
 - Plot-level crop choice and input use
 - Crop-level production
 - Individual labor supply schedule for various land preparation and harvest tasks

In Annex 3, we attach a preliminary version of the common agricultural production module for reference.

Concept Notes Review. A program-wide Concept Note (CN) review will be organized to provide external validation of all impact evaluation designs and, thus, insure the high quality of the analytical work (*Delivery May 2012*).

While each project will have its own concept note, a joint review will be organized to enhance the program-wide quality of the work. Indeed, reviewing all CNs jointly will allow peer reviewer to make suggestions that could affect the overall learning strategy and quality of the portfolio.

External reviewers (including members from the Technical Advisory Committee of GAFSP) will be asked to provide comments on the following aspects of the CNs: motivation for the IE; robustness of the IE design, including timing of the planned survey rounds; sampling frame and power calculations; potential for scalability of the intervention to other areas; suitability of the research team. The GAFSP IE TTL will circulate the reviewers' comments to each team; comments will need to be addressed and the CNs adjusted accordingly. The CN review meeting will be held virtually, co-chaired by Arianna Legovini, Head of **DIME**, and all Country Directors involved, and outputs will be distributed to all teams and the GAFSP secretariat in ARD.

Report from all baseline surveys. A program-level baseline report will be issued in the next fiscal year (2013) summarizing the findings and policy impact each baseline analysis had at the country level, drawing cross-country comparisons and informing the common GAFSP Results Framework. This report will also consolidate all GAFSP Concept Notes and the learning gaps this initiative will fill.

B. Country Activities

Overview

The country activities that will take place in FY2012 will lead up to the following eight key milestones. The last milestone, the completion of the baseline survey, is not expected in FY2012 but within the calendar year 2012; yet, given its importance, we chose to mention it in this work program. The expected delivery of these eight milestones in each participating country is presented in the next sub-section.

1. **Lead Research.** A researcher will be identified to lead the technical delivery of each analytical product. During the Dakar **aadapt** workshop, each project was paired with one or multiple researchers; where agreeable to both project team and researcher, this pairing is kept. In some instances (Haiti, Mongolia), new researchers will be identified by the **DIME** secretariat and endorsed by the Task Team Leader (TTL) on each project.
2. **First Follow-up mission.** The first step in the implementation of each impact evaluation is a follow-up mission during which the Concept Note produced in Dakar is revisited, updated and validated. The IE team will be led by either the Head of **aadapt** or the DIME-GAFSP economist. Typically, each mission will be composed of the lead researcher, the DIME-GAFSP economist coordinator and/or the Head of **aadapt**, the TTL of the project (who will lead the larger team when the mission is part of the operational schedule), and the government project coordinator and project team. During this mission, the main activities will be:
 - Methods refresher training session for the government and task teams
 - Concept Note clinic, in the form of an interactive workshop
 - Field visit to assess feasibility of the concept
 - Sampling frame discussions and identification of available secondary data sources for power calculations
 - Pre-identification of local survey firms suitably qualified to perform the data collection
 - Presentation of the Concept Note to the higher decision-maker within the line ministry

A particular focus will be placed on the identification of the government's priority and most pressing operational questions. This will ensure that the impact evaluation designed during the mission is fully operationally relevant and that the project team has full ownership of the research agenda.

3. **Concept Note.** After the first mission, each researcher will produce a written version of the IE Concept Note, including a literature review to motivate the operationally driven concept from an analytical and research perspective and ensure rigor. This Concept Note will then be distributed to the TTL and the project team for comments and the final draft used for the Concept Note Review organized for the whole program (cf. Program Activities, all IE CNs will be reviewed jointly). The Concept Note will include the following sections:
 - Context
 - Motivation & Literature Review
 - Impact Evaluation Design
 - Main Research Questions
 - Data & Sampling (including power calculations)
 - Team & Responsibilities

- Timeline

4. **Placement of a field coordinator.** The field coordinator will be hired as a Short Term Consultant and placed in country for the duration of the impact evaluation. His responsibilities will be to support the client throughout the implementation of the impact evaluation and build the capacity within the line ministry for evidence-based policymaking. He will provide day-to-day technical assistance to the project team and provide on-demand training within the line ministry on any aspect of evidence-based policy-making, ranging from training on evaluation methods to statistical software lab sessions. He will work closely with the GASP coordinating team within the **DIME** secretariat, the lead researcher and the project TTL to ensure a smooth flow of information between research and operations.

His main tasks include, but are not restricted to:

- Assessing the feasibility of the IE design
- Taking stock of any relevant secondary data
- Drafting questionnaire jointly with the government and the research team
- Supervision of data collection activities, including:
 - Pre-identification of firms
 - Coordinating the finalization of TORs with all parties
 - Review of proposals, negotiations and procurement
 - Piloting the instrument and adjusting the questionnaire
 - Training of supervisors and enumerators
 - Random quality checks in the field
 - Quality checks on entered data (and data entry for paper-based surveys)
- Ensuring coordination between M&E and IE data collection and work to create a joint database
- Train government technical staff on the use of statistical and survey collection software
- Monitoring the roll out of the interventions included in the IE design and providing support to the M&E work in keeping track of the activities on the ground

Each of these activities will be implemented in close collaboration with the government team to ensure learning-by-doing. This model of collaboration turns government counterparts into informed users of impact evaluation.

5. **Sampling Frame.** The **DIME** team will establish the sampling frame in a joint effort with the government team. This sampling frame will respond to the IE design, and the enumeration areas will correspond to the unit of intervention for the interventions of interest to allow for cluster heterogeneity adjustments. The research team will work from secondary data to perform power calculations to determine the most efficient sample size (both number of households and number of clusters) to capture variations in the outcomes of interest.
6. **Terms of Reference for Data collection.** The research team will rely on the draft CN and the established sampling frame to prepare Terms of Reference for data collection, which will be issued during the procurement of the survey firm. To increase quality and minimize the chance of contractual

disputes, these TOR will follow the **DIME** Better Practice Template. An example of **DIME** TORs for data collection is attached in Annex 4.

7. **Procurement of baseline survey.** The procurement process will follow the World Bank procurement quality-based guidelines for firm contracts over \$50k. Where possible, the mode of selection will include the pre-identification of 3 qualified contractors in the call for Technical and Financial proposals. All else being equal, firms with a local presence or local Statistical Bureau will be preferred to enhance local capacity for high-quality data collection.

The data will be jointly owned by the World Bank and the line ministry, and subject to both the World Bank Confidentiality of Information policy as well as the Open Data policy. In practice, this means that all datasets will be documented in the WB IE Online Data Library (questionnaires, sampling frame and all training manuals will be publicly available). However, access to these data will be limited to the government teams and research teams until the main results are published in a peer reviewed journal. This will ensure that researchers have the incentives to produce high-quality work. Tabulations of the main results will be made public as part of project progress report documents.

Once the research findings are published, access to the data will be made public following the government's access to data policy. In most cases, this means the data will be made available online in the WB IE Online Data Library. In some cases, the data will be made available only once the government has given its authorization, based on the submission and review of Data Use application. It is important to note that under no circumstances will the World Bank and the governments be allowed to receive a payment in exchange of the data files.

It is important, for financial management purpose, to note that the full amount of data collection funds will be committed at signing, although the firm would only be paid according to the disbursement schedule agreed to at negotiations.

8. **Completion of the baseline survey.** The amount of time needed from procurement of the survey work until the completion of the baseline will depend on two main factors that the research teams will need to identify during the first mission:

- The operational schedule
- Timing of the main agricultural season and the feasibility of using recall data at baseline

These are key aspects that could not be fully internalized in the current country-specific schedules of activity. Hence, the proposed schedule will be revised after all first missions have taken place.

The main budget implication of these potential discrepancies between the planned and actual baseline collection schedules is that part of the FY12 budget might be carried over to FY13.

Expected Implementation Schedule by Country

Below is a more detailed work-program for each of the five GAFSP projects that have elected to work with DIME on their impact evaluation plans. It must be noted that the PhD economist who will be in charge of coordinating the program from DIME will provide technical leadership on the overall portfolio, in collaboration with external researchers and staff from the DIME secretariat.

BANGLADESH Intergated Agricultural Development Program

The external research team working with the Bangladesh team is composed of Prof Mushfiq Mobarak (School of Management, Yale University) and a collaborator at the International Growth Center (IGC) in Dhaka. The first implementation support mission is planned for November 2011, during meetings will be arranged between the IGC representative and the project team. Depending on the outcomes of this first mission, a first follow-up mission is planned for January 2012, which Prof Mobarak would attend. The team is eager to start collecting baseline information in April 2012. However, we present a conservative timeline, allowing for standard firm procurement timing.

	FY12														
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
First Phase Milestones / Deliverables															
Researcher Identified		■													
First Follow-Up Mission							■								
CN for IE drafted								■							
Field Coordinator Placed								■							
TOR for baseline issued									■						
CN for IE reviewed												■			
Baseline procured												■			
Baseline completed															■

HAITI Strengthening Agricultural Services Project (RESEPAG)

The research team working with the Haiti project and task team is composed of Karen Macours (Paris School of Economics). The impact evaluation of the RESEPAG would also include the evaluation of a land tenure reform program that is supported by the Inter-American Development Bank (IDB). The joint WB-IDB project team has agreed to a first follow-up mission in December which would initiate the search for a competent firm to take on the baseline data collection. Ideally, the baseline would take place in the second quarter of 2012. Given the situation in Haiti, the team is currently scoping the options for field coordination and talking to IPA to discuss a potential collaboration.

FY12															
JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		
First Phase Milestones / Deliverables															
Researcher Identified															
First Follow-Up Mission															
CN for IE drafted															
Field Coordinator Placed															
TOR for baseline issued															
CN for IE reviewed															
Baseline procured															
Baseline completed															

MONGOLIA Integrated Livestock Based Livelihood Support Project

The research team working with the Mongolian team is composed of Reena Badiani (World Bank), Aidan Coville and Shreena Patel (**DIME**). The first IE mission would join the pre-appraisal mission (November 14-23, TBC) and ensure the integration of the IE to the design of the operation. A second mission would then take place early 2012 to firm up the CN and issue TOR for data collection. The TTL suggested that, ideally, a baseline would be in the field in March 2012, although we present a conservative estimate of the timeline below (accounting for average WB firm procurement time). Since a research center (Innovation for Poverty Action) has been identified by the TTL as a potential partner, procurement could be shortened.

FY12															
JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG		
First Phase Milestones / Deliverables															
Researcher Identified															
First Follow-Up Mission															
CN for IE drafted															
Field Coordinator Placed															
TOR for baseline issued															
CN for IE reviewed															
Baseline procured															
Baseline completed															

NIGER Projet de Développement des Exportations et des Marchés Agro-Sylvo-Pastoraux

The Task Team Leader for Niger indicated that the project would reach effectiveness in January 2012. The researchers for this impact evaluation (Prof Lori Beaman, Northwestern University, and Dr. Bram Thuysbaert, JPAL Paris) have agreed in principle to a mission in February 2012. The agricultural season in Niger would prescribe Jan-March for the collection of the baseline; yet, due to the current operational schedule, a short baseline based on recall might be done in May-July 2012.

