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# Technical Assistance Project for Economic Growth

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TAP EG



**Annual Performance Report 2022**

# Executive Summary

Technical Assistance Project for Economic Growth (TAP EG) is a 5-year \$58 million project that provides technical leadership, advisory support, data collection and analysis support, evaluations and assessments, while delivering knowledge management and capacity-building services to design and implement USAID programs, projects, and activities globally. TAP EG conducts a range of applied research—including macroeconomic analyses, financial analyses, policy studies, private sector assessments, stakeholder landscape assessments—and provides on-demand technical assistance services across a wide range of USAID sectors. TAP EG services are available to USAID Bureaus, offices, and operating units who buy-in to the mechanism. TAP EG services are broadly categorized into five workstreams:

1. Cost Analyses and Feasibility Studies
2. Macroeconomic Analysis and Diagnostics
3. Other Analyses
4. Evaluations and Technical Assistance
5. Knowledge Management, Dissemination, and Capacity Development Services

This is TAP EG's first Annual Performance Report (APR) covering the period August-November 2022. Since TAP EG APRs are due by the end of November each year, this first APR only covers the first four months of project implementation.

As is typical for many projects in their initial months of implementation, TAP EG devoted time these past four months to setting up systems, introducing the program to potential users, and exploring leads for potential engagement with the project. Programmatically, TAP EG was able to have a very quick start mobilizing three activities within the first four months, with three others that have been initiated and are currently in various stages of development.

The sections following detail key achievements during the project's first four months. While TAP EG has five broad workstreams under which all activities are categorized, activities during the first four months were concentrated in:

- Workstream 4: Evaluations and Technical Assistance;
- Workstream 3: Other Analyses; and
- Workstream 5: Knowledge Management, Dissemination, and Capacity Development Services.

# Key Accomplishments

## Workstream 2: Knowledge Management, Dissemination, and Capacity Development Services

- Developing workplan in consultation with the DDI Communications Team for the management of the Marketlinks website, likely to begin in March 2023.

## Workstream 3: Other Analyses

- Developing Activity workplan for the Bureau of Humanitarian Assistance (BHA)'s third Food Aid and Food Security Assessment (FAFSA-3), anticipated to begin in the first quarter of 2023.

## Project Management

- Developed an annual work plan for Year 1.
- Developed the project AMEL plan with target indicators for Year 1.
- Developed a TAP EG GUC Manual.
- Created a marketing flyer to highlight TAP EG's technical capabilities within USAID.

## Workstream 4: Evaluations and Technical Assistance

- Began a performance evaluation of the USAID/Central America and Mexico (USAID/E-CAM) Regional Coastal Biodiversity Project (RCBP), expected to be completed by April, 2023.
- Completed a draft evaluation design plan for the USAID/Armenia Market Liberalization and Electricity Trade (MLET) project, expected to be completed by April, 2023.
- Began work on the first phase of an outcome evaluation of USAID's Gender Equality and Women's Empowerment Hub (GenDev) program—Engendering Industries—with a co-creation process with GenDev and the implementing partner.
- Submitting an activity workplan to USAID/Colombia for a final performance evaluation of the mission's Paramos and Forests Activity, with implementation expected to begin in December 2022.



## TAP EG AT A GLANCE

AUG-NOV 2022

### Who We Are Working With

4 Missions  
1 Bureau  
1 Center

### Sectors

Biodiversity & Natural Resource Management  
Electricity Trade  
Gender Equality and Women's Empowerment  
Non-emergency Humanitarian Assistance

### Geographies

Armenia  
Colombia  
El Salvador, Guatemala, & Honduras

### Services

Performance Evaluation  
Meta Analysis of Agency Program Portfolio  
Knowledge Management & Dissemination

# Introduction

TAP EG supports rapid, sustainable, and equitable economic growth by enabling USAID to better understand and address challenges to growth and adaptively learn from program implementation. As a task order under the One Acquisition Solution for Integrated Services (OASIS) Small Business Pool I, TAP EG is designed to assist USAID offices and missions by providing rigorous independent technical analysis, design, implementation, monitoring, evaluation, knowledge management, and capacity development support across USAID sectors and geographies. A mechanism through the Bureau for Development, Democracy and Innovation (DDI) Center for Economics and Market Development (EMD), TAP EG contributes to DDI's cross-cutting global initiatives and EMD's technical leadership in the implementation of USAID's projects and policies in areas, such as:

- Economic Growth
- Private Sector Engagement
- Trade Capacity Building
- Digital Strategy
- Employment Framework
- Agriculture and Food security
- Climate Change

Applying insights from behavioral science and experimental economics, and rigorously assessing impacts from programming to determine the effectiveness, TAP EG provides technical leadership in areas such as:

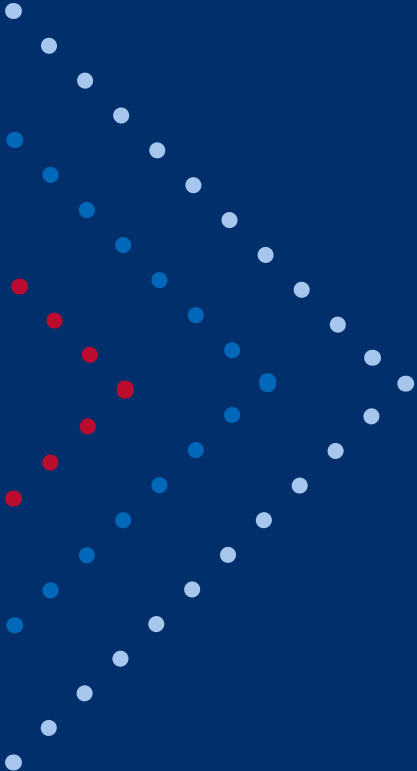
- Informing the design, implementation, monitoring, evaluation, and learning of USAID

economic growth, market development, and trade reform programs, as well as economics, digital development, and private sector engagement principles and approaches;

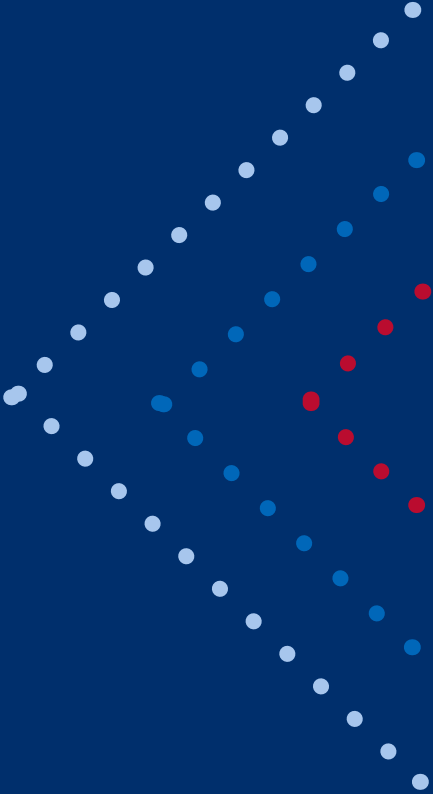
- Identification of opportunities, challenges, and progress toward sustainable economic growth in various sectors;
- Financial and economic analyses and syntheses across multiple analyses (meta-analysis);
- Technical assistance for sources and users of public and private sector financing to help leverage and scale up investment; and
- Country and subject-matter economic analysis and economic growth expertise to inform policy dialogues

These tasks contribute to USAID's overall (1) primary and secondary data collection at national, sub-national or local levels, (2) knowledge management and dissemination of information and learnings, and (3) capacity development for partner governments, businesses and civil society organizations. TAP EG's activities, which are entirely demand-driven, can be broadly categorized into the following five work-streams:

1. Cost Analyses and Feasibility Studies
2. Macroeconomic Analysis and Diagnostics
3. Other Analyses
4. Evaluations and Technical Assistance
5. Knowledge Management, Dissemination, and Capacity Development Services



ACTIVITIES CURRENTLY UNDERWAY



# USAID GenDev: Outcome Evaluation of Engendering Industries

TAP EG is supporting the Gender Equality and Women's Empowerment Hub (GenDev) in the DDI Bureau to conduct an outcome evaluation of its Engendering Industries (EI) program, a pioneering activity to improve understanding of gender inequalities and increase gender equity in power sector utilities. Two follow-on activities have built on the success of the original program, most recently the Workplace Advancement for Gender Equality (WAGE) program, a five-year activity to adapt and scale-up USAID's efforts to increase gender equality and women's economic empowerment opportunities within traditionally male-dominated sectors, such as water.

TAP EG will evaluate the entire life of the program, from the first contract in 2015 through the third contract currently being implemented. TAP EG will conduct the outcome evaluation in two consecutive phases. During this reporting period, the first phase of the outcome evaluation began, where TAP EG is:

1. Engaging in a co-creation process with GenDev and the implementing partner to refine the evaluation questions, defining the evaluation parameters (e.g. sampling of utilities and direct beneficiaries of the Gender Equity Executive Leadership Program, etc.), and refining the focus of the outcome evaluation, resulting in a final Scope of Work for the Evaluation; and
2. Developing an Evaluation Design Plan (EDP), including a detailed methodology, data requirements and collection plan, and an evaluation dissemination plan. The EDP will detail how the evaluation will be conducted and how the findings and recommendations will be shared amongst relevant shareholders.

In the second phase, TAP EG will conduct the evaluation, hold validation workshops with USAID counterparts and other stakeholders, as required, and present the final report and recommendations according to the dissemination plan.

## Tasks Conducted This Reporting Period

During the reporting period, TAP EG has held two separate kick-off calls: with the USAID GenDev team and with the current implementing partner, TetraTech. The team will hold additional consultative meetings with GenDev, and the implementing partner over the next few weeks. The evaluation team is currently conducting desk reviews of the project data and reports in preparation for developing the EDP that will address the evaluation questions with the right methods and sources of data.

### Status:

- In Progress

### Deliverables this Reporting Period:

- Evaluation Design Plan in Progress

### Next Steps:

- Complete co-creation process and desk reviews
- Develop Evaluation Design Plan





## USAID Armenia: Performance Evaluation of Market Liberalization and Electricity Program

Over the past decade, USAID/Armenia has facilitated significant progress in macro-level reforms regarding the unbundling of the electricity and gas sectors, creation of an independent regulator, penetration of substantial renewable energy resources, large-scale privatization of electricity generation and distribution of assets, improving the quality of services, and overcoming various difficulties that the country's energy sector faced since its independence in 1991. To address the country's remaining energy insecurity, USAID implemented a five-year Market Liberalization and Electricity Trade (MLET) Program that ends in June 2023. USAID/Armenia bought into TAP EG to conduct a final evaluation of the MLET program in order to determine the degree to which MLET achieved its intended goals and objectives.

### Tasks Conducted This Reporting Period

The Armenia MLET Activity Evaluation began with a kick-off meeting with USAID on November 8, 2022. USAID was introduced to the Evaluation Team members and provided an overview of the evaluation questions and deliverables. The Evaluation Team has since met internally and with the Implementing Partner to review resources and the evaluation design. The Evaluation Team has developed the Evaluation Design Report including developing an evaluation matrix and questionnaires, a list of stakeholders to interview, and the framework of the upcoming evaluation, including developing clear timelines, and a database of contacts and documents.

#### Status:

- In Progress

#### Deliverables this Reporting Period:

- Evaluation Design Report

#### Next Steps:

- Conduct initial virtual interviews with identified stakeholders in early January-February

- Conduct fieldwork in Armenia in early 2023 and present preliminary findings to USAID/Armenia

Specifically, the evaluation will:

- Examine how MELT contributed to power market liberalization, electricity supply diversification, and expanded electricity trade (i.e. facilitated cross-border trade with Georgia); and
- Capture key lessons and provide conclusions that will be applied by USAID/Armenia for future direction the mission may wish to explore regarding energy security.

The evaluation will focus on assessing MLET's performance against the following tasks: (i) contribute to electricity market liberalization; (ii) promote energy supply diversification; and (iii) facilitate cross-border trade with Georgia.

USAID/Armenia will use the evaluation findings to inform future programming to help effectively achieve U.S. government strategic objectives in Armenia. USAID will share the evaluation report with the key stakeholders: the Government of Armenia (GOAM), Ministry of Territorial Administration and Infrastructure (MTAI), Public Service Regulatory Commission (PSRC) and energy institutions.

# USAID/Central America and Mexico (E-CAM): Performance Evaluation of Regional Coastal Biodiversity Project

The USAID Regional Coastal Biodiversity Project (RCBP) is a 7-year, \$13.4 million project implemented by a consortium of partners to address threats to biodiversity in targeted coastal-marine areas and associated upland ecosystems in El Salvador, Guatemala, and Honduras. RCBP promotes biocommerce and climate-smart landscape management practices to decrease degradation of forest and mangrove landscapes, seagrasses, and coral; enhance climate-smart economic opportunities; and promote sustainable use of natural resources in target communities. Launched in 2017, RCBP was originally scheduled to close on November 28, 2022, but has since been extended for an additional two years and will end in November 2024.

As an independent evaluator for USAID/ECAM, TAP EG will conduct a performance evaluation of RCBP. The purpose of the evaluation will be to assess project achievements, implementation challenges, and lessons learned, specifically to:

1. Test the validity of the project's theory of change;
2. Inform program modifications for an approved two-year extension;
3. Inform future conservation and biodiversity work in the region; and
4. Provide empirical evidence to support USAID's Biodiversity and Development Research Agenda.



## Tasks Conducted This Reporting Period

The team held two kick-off meetings (with USAID on November 3 and the Implementing Partner on November 4), where they established contact with USAID Activity Manager and Implementing partner staff. The team held weekly internal meetings on delineation of responsibilities and have begun reviewing background documents on the project, requesting addition documents from the implementing partners, putting together a list of stakeholders for Key Informant Interviews, and have drafted preliminary evaluation questions. The team will finalize the Evaluation Design Plan during this review period for submission to USAID.

### Status:

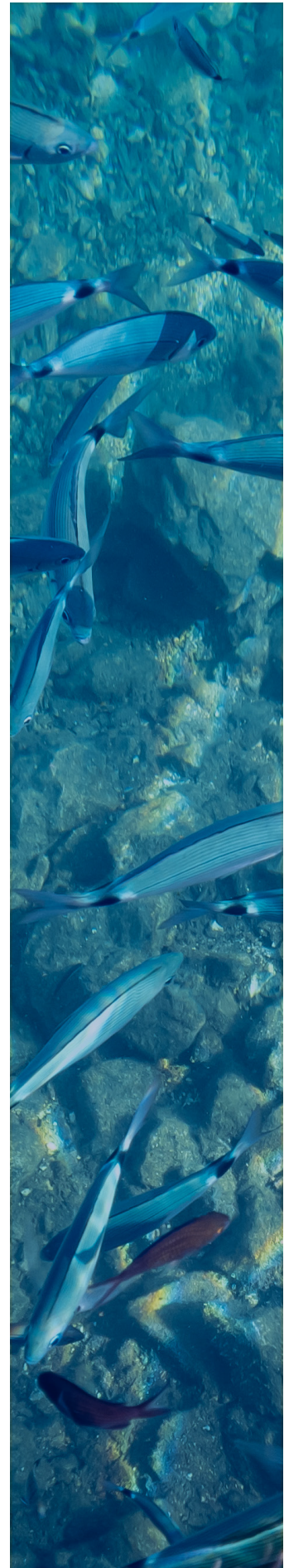
- In Progress

### Deliverables this Reporting Period:

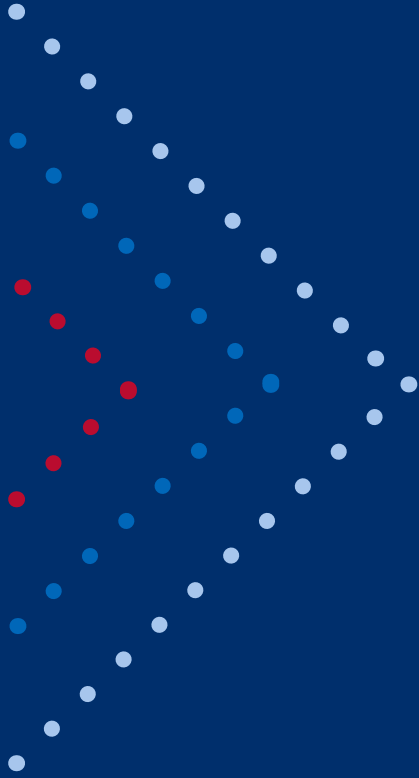
- Evaluation Design Report (in progress)

### Next Steps:

- Finalize list of stakeholders and questionnaire and schedule interviews
- Conduct field visit in January for KIIs and FGDs, as appropriate

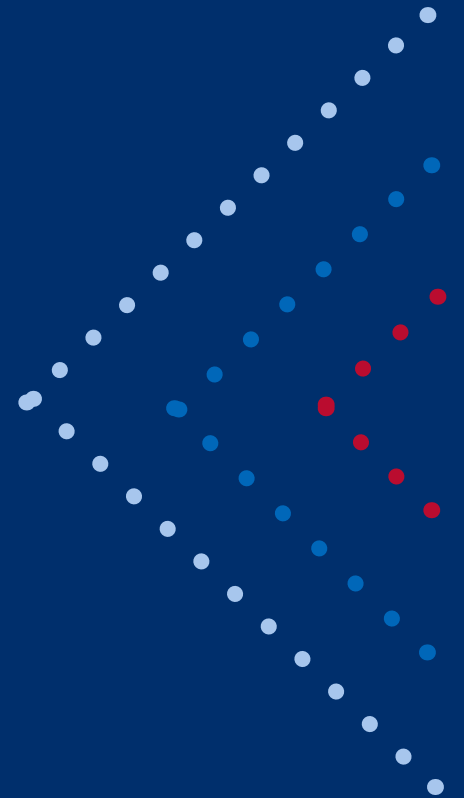






# ACTIVITIES IN PLANNING

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# USAID Colombia: Performance Evaluation of the Paramos and Forests Activity

The USAID Páramos & Forests Activity is a five-year, \$38 million initiative financed by USAID to support Colombia in the implementation of its Agriculture, Forestry and Land Uses (AFOLU) related to climate change mitigation goals, while strengthening community-based sustainable development initiatives in the context of a post peace agreement scenario. The project has two primary objectives:

- i) Reduced carbon emissions from deforestation and forest degradation in the Pacific region, generating sustainable income revenue streams for Afro-Colombian and indigenous communities that are part of the USAID/BioREDD+ Reducing Emissions from Deforestation and Forest Degradation (REDD+) portfolio;
- ii) Reduced GHG emissions in high Andean ecosystems, while improving water management of these ecosystems and reducing related land use conflicts.

Toward these objectives, the Activity utilizes various approaches including: 1) Supporting sustainable implementation of existing USAID BioREDD+/REDD+ portfolio of eight projects by building on USAID's accomplishments and lessons learned on the BioREDD+ and Connected Landscapes projects and gradually phasing out USAID support; 2) Delivering tangible and sustainable results on the implementation of a results-based payment system for reduced carbon emissions in strategic high mountain ecosystems (i.e. Páramo, high Andean forest and wetlands); and 3) Providing targeted institutional and policy support to GOC towards achieving its climate change goals in the AFOLU sector.

TAP EG will support USAID/Colombia in conducting the final evaluation of the Páramos & Forests Activity to assess the extent to which project achievements have been effective and impactful, and which factors may have played a role in achieving the project's main objectives, and USAID's strategic development goals.

## Tasks Conducted in Preparation for Activity

In response to USAID/Colombia's request for a final evaluation of the Páramos & Forests Activity, TAP EG has developed a detailed work plan, which includes a team of proposed personnel, a detailed budget, as well as a week-by-week activity timeline. The work plan was developed with weeks of interviewing potential candidates, and conducting several due diligence processes. TAP EG sought feedback from USAID on the proposed Team Leader and a draft timeline and budget. A final activity work plan is currently being developed for USAID approval, with the evaluation expected to begin in December 2022.

### Status:

- In Planning

**Deliverables this Reporting Period:** N/A

### Next Steps:

- Following USAID approval, begin team onboarding and kickstart consultative calls with USAID and implementing partner to finalize an Evaluation Design Plan

# USAID/Bureau For Humanitarian Assistance: Food Aid and Food Security Assessment (FAFSA-3)

The USAID legacy Office of Food for Peace (L-FFP) periodically commissioned assessments of the evolution and achievements of the Title II development (non-emergency) food aid program. The first assessment of Title II Development



Assistance (Bonnard et al., 2002) was commissioned to determine the degree of success that activities had in achieving (and reporting on) the goals laid out in the USAID, Food Aid and Food Security Policy Paper (USAID, 1995). It covered a roughly 8-year period between 1995 and 2002. The second Food Aid and Food Security Assessment (FAFSA-2, van Haeften, et al. 2013) covered a 7-year period between 2003 and 2009, reviewed the achievements of the Title II development programs since the FAFSA-1, and identified the extent to which the objectives and approaches adopted in FFP's Food for Peace Strategic Plan for 2006–2010 (2005) had been implemented by the end of 2009. BHA intends to conduct a third assessment to review how RFSA's evolved with the FFP 2016-2025 Food Assistance and Food Security Strategy (2016), the adoption of recommendations made by the FAFSA-2,

the use of theory of change, the refine and implement model, and other modifications to non-emergency programming. TAP EG will conduct the third Food Aid and Food Security Assessment (FAFSA-3), which is a review of the qualitative and quantitative information available from a variety of RFSA stakeholders and in documentation and evaluations of RFSA activities between the period 2016 to 2021. The aim of the FAFSA-3 review is to document the overall achievements of USAID's RFSA activities to identify what has been successful, what has been less successful, and what might need to be changed to make them more effective and better fit to context and aligned with BHA's Mission and ER4 Strategic framework. This includes assessing the approaches adopted and results achieved in the principal technical sectors and thematic areas identified by the FFP 2016-2025 Food Assistance and Food Security Strategy as central to responding to the challenge posed by hunger and identifying promising practices, innovations, lessons learned, strengths, weaknesses, and constraints to achieving results. FAFSA-3 will assess the extent to which the objectives, approaches, planning, and management changes proposed in the FAFSA-2 and the FFP 2016-2025 Food Assistance and Food Security Strategy were adopted and how these changes influenced the program. FAFSA-3 will include recommendations for future programming in light of findings and changes in the legislative, organizational, policy, and development environment.

## Tasks Conducted in Preparation for Activity

TAP EG received a draft SOW from BHA for FAFSA-3 in October and held an initial call with BHA to clarify a few questions on the SOW. Since then, TAP EG has begun preparation for developing a detailed Activity workplan for FAFSA-3. During the reporting period, TAP EG has been working on recruiting the core team to conduct FAFSA-3, and developing a detailed budget and timeline. The assessment is expected to be approved in December and begin in early 2023.

### Status:

- In Planning

**Deliverables this Reporting Period:** N/A

### Next Steps:

- Finalize Workplan and begin Phase I of FAFSA-3



## USAID Marketlinks

Marketlinks ([www.marketlinks.org](http://www.marketlinks.org)) is an online global community for market systems development supported by USAID's Center for Economics and Market Development in the Bureau for Development, Democracy and Innovation (DDI/EMD). The online platform serves as a repository of good practices in market systems development, shared and consumed by a global community of practitioners across a spectrum of topics, including pathways out of poverty to mobilizing private capital, market facilitation to models for reaching scale. In addition to sharing strategies and best practices, the platform also hosts periodic online knowledge-sharing events on specific topics that are of wide interest to the Marketlinks community. The platform allows registered users to:

- Contribute relevant publications, events, news, and/or opportunities;
- Register for Marketlinks events, providing a calendar-view of Marketlinks events;
- Follow pertinent blog posts;
- Explore USAID-vetted good practices; and
- Connect with the broader Marketlinks community.

Engagement and Learning for Organizational Performance (DEVELOP) project implemented by EnCompass with partners Bixal and Knowledge Partners. Beginning in the summer of 2023, DDI/EMD intends to conduct a strategic review of the utility, useability, and relevance of the current Marketlinks website with the intention of an overarching revamp of Marketlinks' online presence to align with DDI/EMD's mission..



The primary goal of the review will be to support DDI/EMD to better cater the Marketlinks platform to:

1. Serve as a relevant resource for DDI/EMD's external stakeholder community that is a platform for relevant knowledge dissemination, in the form of webinars, seminars, etc.;
2. Attract relevant and steady stream of content that has broad interest and applicability;
3. Serve as a knowledge sharing and networking platform for development practitioners interested in economic growth and trade;

USAID DDI/EMD intends to engage TAP EG to manage the Marketlinks platform, starting in January 2023. TAP EG will serve as the website manager and custodian of the knowledge dissemination services through Marketlinks.

### Tasks Conducted In Preparation of This Activity

In early November, TAP EG held a call with DDI's communications Activity Manager regarding the general scope of this Activity. Following the conversation, TAP EG developed a draft Scope of Work which has been reviewed by the DDI Communications team. Meanwhile, TAP EG has begun recruiting appropriate website management and knowledge management personnel for this activity. The activity is expected to begin in early 2023.

**Status:**

- In Planning

**Deliverables this Reporting Period:**

N/A

**Next Steps:**

- Finalize and submit an Activity Work Plan for USAID's approval
- Begin transition phase of web management in March 2023

# General Operations and Project Management

During this reporting period, the TAP EG team developed a number of core TAP EG deliverables:

- The first annual Work Plan was finalized and approved on 10 August, within 10 business days of project start-up.
- The TAP EG Monitoring Evaluation and Learning Plan (MELP), with indicative targets of Year 1, was approved on 6 September, within 30 days of startup.
- A TAP EG Grants Under Contract (GUC) Manual was submitted to USAID on 22 September, within 2 months of project start-up. The GUC Manual is currently under USAID review.

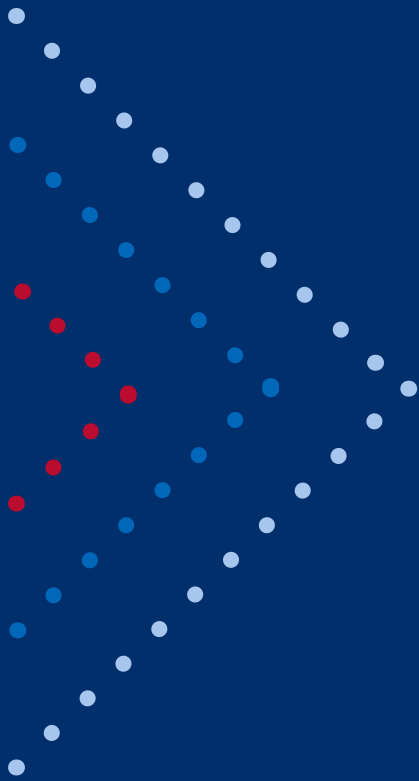
- The project has so far submitted two monthly status reports, and a quarterly financial report.

The TAP EG core Project Management Unit (PMU) held weekly calls with USAID throughout the reporting period, setting a rolling, shared agenda, in addition to conducting ongoing calls with potential buy-in Activity Managers, as needed. The TAP EG team continued to hold weekly internal project management calls to set a weekly agenda of tasks to be completed for each team member, including recruiting, financial monitoring, personnel due diligence, development of Activity workplans, etc. In addition, for each ongoing Activity, the TAP EG team held ad hoc team and one-on-one calls, on an as-needed basis to support the Activity teams.

As additional buy-ins are channeled through TAP EG, it is important that the project has internal systems and trackers developed, piloted, and readjusted to address the needs of the buy-in activities. During the first four months of project start-up (this reporting period), TAP EG has set up systems, templates, and trackers in place. Some examples of these include:

- A 2-page flyer about TAP EG, and how missions can buy into the mechanism.
- A detailed MELP tracker, that monitors indicators in the MELP on a monthly and quarterly basis.
- Post-Buy-In Satisfaction Survey that will be used to assess TAP EG's performance on each activity across areas such as timeliness, cost control, quality, and others.
- An Activity Work Plan template for quick response to buy-in requests.
- Project Management Trackers, such as LOE, approvals, potential buy-in pipeline, etc.

In consultation with the COR and ACOR, TAP EG has also actively been meeting with USAID Mission Directors and Program Officers to spread the word about this mechanism available to missions globally across all sectors. The project will be following up with missions that may be interested in buying into TAP EG for their specific needs within the coming months.



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USAID TASK ORDER: 47QRAD20D I 072/7200AA22N00006

This document was produced for review by the United States Agency for International Development. It was prepared by International Development Group LLC for the USAID Technical Assistance Project for Economic Growth (TAP EG).

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#### SUBMISSION DATE

30 November 2022