

PROPOSED SCOPE OF WORK FORAID PRIVATE ENTERPRISE ADVISORY TEAM

Staff Paper

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I. INTRODUCTION:

AID will provide Private Enterprise Advisory Teams to developing countries that desire technical assistance to accelerate growth of private enterprise and to strengthen the institutional and policy framework required for expansion of private enterprise. In this way, AID will be contributing directly to joint country and AID development goals such as growth in GNP, food for "at risk" groups, and jobs.

Private initiative, operating within free and competitive markets, and mobilizing local capital and human resources, is an effective vehicle to meet basic human needs. Job creation and increased incomes are several immediate results of expanding private enterprise operations. Stimulating the flow of private technical and financial resources to, and among, developing countries is also an important way to increase employment, productivity and incomes of the poor.

AID has stepped up ways to mobilize and draw on private sector initiative. Finding new ways to involve indigenous businesses in the more traditional AID programs such as agriculture, health and education can greatly relieve the strain on very limited public sector human and financial resources.

AID is giving special emphasis to assisting interested governments understand the benefits that can be gained from having a healthy business climate, a strong private sector, and the undertaking of policy, regulatory or institutional reforms to improve the business climate. Policy changes may involve such things as liberization of exchange rates, price and market controls and fiscal policies. Institutional changes may involve creating or strengthening such support mechanisms as credit and banking services, technology transfer schemes, export development strategies, marketing services and facilities, and managerial and worker training programs.

Specialized expertise can be provided by AID to assist in the private enterprise development process. U.S. private sector experience and managerial skills can be enlisted in the designing, implementing and

evaluation of AID economic programs and projects. In the process, AID and the Embassy can also promote suitable joint ventures with local partners in developing countries.

AID Missions are focusing private sector initiatives primarily in four sectorial areas: (a) agriculture, (b) agri-business, (c) small and medium scale industry, and (d) privately operated service enterprises. Farms make up the vast majority of private enterprises in most developing countries; and beyond the farmers, those who supply goods and services to the farmer, and those who move food to markets for the consumer, will all be increasingly involved in AID development programs. In meeting these targets, AID will seek every opportunity to reinforce local private initiative and involvement at all levels of activity.

II. MODUS OPERANDI OF THE PRIVATE ENTERPRISE ADVISORY TEAM

A. GENERAL

The Private Enterprise Advisory Team will review information provided in advance by the Mission on the country's economic and business climate. It will formulate prioritized recommendations for improving the business climate and for increasing the contribution which private enterprise can make to achievement of national development goals. Assisted by USAID, the Advisory Team will consult with officials of the host government as well as with experienced persons in private business, other development agencies and the U.S. Country Team. The Team will investigate alternative courses of action inducing policy and administrative reforms, for increased private enterprise participation in development. The Team will also provide and justify prioritized recommendations on courses of actions for host country and AID consideration.

Team members are responsible to the Team Leader and, under this/her direction, will work separately or in collaboration, depending on areas of overlapping responsibility with ministries, institutions and businesses. Collaboration of the Team with host country experts and other Americans will help achieve more objective views and reach more practical recommendations.

For agriculturally based countries, the Advisory Team will give priority to growth of industry in food and agriculture, from supplier to consumer. The Team will look at opportunities to cover food needs of the population through production and trade including increased exports, value-added enterprise, and judicious import

substitution. Recommendations will be directed toward raising the population's quality of food intake as well as individual and national incomes. Implementation of recommendations should enable the country to improve its reservoir of human capital and income, its export earnings, and government revenues derived from increased domestic business and trade.

As agreed upon with principal host country and Mission officials and as time permits, the Team will identify opportunities for business growth in other priority sectors. Illustrative sectors are health (e.g., drug and medicine delivery systems and pharmaceutical manufacture), energy, natural resources, manufacturing and/or mining. Within time available, the Team will recommend the type, nature and priority of studies in these sectors which could be carried out to identify marketable products suitable for early development.

Advice and industry profiles provided by the Mission will guide the Team in identifying and selecting industries for special attention. In any case, the Team will propose sectors warranting analysis for development of marketable products in the near future. The Team will propose, as appropriate, vehicles by which government and private sectors may collaborate to improve the business climate for indigenous industry and foreign investment.

The Team will suggest ways the host country's private sector may access resources and technologies from abroad. It will also describe types of foreign technical assistance, particularly from the United States, available to the host country government for private sector development.

B. PREPARATIONS

1. Mission

At least two weeks before the scheduled departure date of the Team from the United States, the Mission will provide to AID/W available information on the following matters:

- a. the macro-policy setting (economic, political and social) and business climate of the country;
- b. the public/private sector roles in production, processing and marketing of goods and services, by industry, and public/private sector contribution to GDP, income, employment, foreign and local investment;

- c. the constraints limiting private enterprise development, legal administrative, monetary and credit allocation policy, fiscal policy, infrastructure, training and any others deemed to be significant; and
- d. the examination of the impact and effect of donors' efforts in the private sector vis a vis key objectives, i.e., growth of GNP, food, jobs, etc.

The USAID may itself develop these materials on the business climate and/or draw upon services of the Embassy, host government or private firms (e.g., Price Waterhouse, Business International, U.S. banks). A Mission that has already developed a country Private Enterprise Profile may provide the Team with this. Also, see Annex B, 'Advance In-Country Preparations for Team'. The Team contractor will gather the latest reports from the overall World Bank and other sources on economic conditions and project appraisals and evaluations. The contractor will also check with AID/DIU for collection of related AID experiences in the country.

Prior to Team arrival USAID will arrange an itinerary and make appointments for one full week of Team exposure to and discussions with a variety of businesses, business associations and host country officials. Visits should start within three days after the Team's arrival in country. A Team contract representative may be requested to make these arrangements by visiting the country in advance.

III. TEAM STATEMENT OF WORK

The Advisory Team work will commence in the USA when certain basic information has been received from the Mission.

The Advisory Team will convene in Washington 8 working days before departure for purposes of team building and other preparations. The Team will review materials provided by the Mission and supplement this country-specific information through contacts with public and private entities inside and outside of Washington. With good offices of AID/W, the Team will also become informed of sources of U.S. technical, capital and other assistance available for implementing country enterprise strategies.

The Team, following the preparatory period in Washington, will proceed to the designated country where they will be under the policy guidance of the USAID Director or designee. Prior to departure from post they will prepare and discuss a report in draft summarizing their findings and recommendations.

The Team will provide recommended courses of action emphasizing, but not limited to, the key sectors of cooperation between the United States and the host country, as follows:

- a. Recommendations for change or reforms in any of the following areas:
 - i. monetary policies including interest rates, mobilization of domestic resource and credit allocation policies, exchange rates and controls, availability of fixed foreign exchange for purchased assets, spare parts and inventories;
 - ii. fiscal policies and in particular taxation of private enterprises and dividends;
 - iii. the legal framework and/or legal procedures;
 - iv. administrative regulations and procedures such as pricing, licensing and marketing controls;
 - v. information collection, analyses and distribution constraints to key enterprises;
 - vi. institutional constraints to agri-business and other key country industries (e.g., lack of knowledge of markets, marketing skills, and organizational and planning skills; lack of credit and banking, management consulting and export development services; lack of capital markets, commodity exchanges, market facilities and services);
 - vii. critical infrastructure gaps;
 - viii. any other areas identified by the Team as important constraints to private enterprise development such as lack of information on world markets such as supply/demand availability of resources etc.; lack of exchanges with neighboring countries on trade and investment opportunities; lack of trained personnel; lack of access to individuals allocating resources; lack of mass market; lack of business associations to voice business views.
- b. Prioritized recommendations for the conduct of a policy dialogue with the government with respect to changes and/or reforms recommended in (a).

- c. Recommendations for courses of action (i.e., a strategy) for the host government and USAID to consider to a) create a favorable business climate through economic incentives and constraint removal and b) mobilize private enterprise in meeting country development goals. Recommendations will identify priorities, give reasons for priorities, and suggest practical timetables.

Where any government has determined adequate food and nutrition to be a priority country goal, the team should provide recommendations to enable the people to meet daily food needs through individual initiative and private enterprise. In agro-economies; rapidly expanding the peoples' selling and buying of food products and services may be key. Enterprise strategies should take account of country nutrition assessment findings. The objective will be "Food for All through Enterprise".

- d. Next steps needed to carry out the recommended courses of action including the following:
 - i. Development of agri-business and industry/company business profiles, that can be used by firms in making decisions to conduct feasibility studies, etc. Advice on courses of action to pursue potentially attractive opportunities, including the undertaking of detailed market studies, feasibility studies, etc. that will be needed. The number and type of industry sectors the Team itself assesses will vary with length of time it is in the country, i.e., from one to five months. (The Team assessment should be useful to host country and U.S. businesses looking for trade or joint venture possibilities.)
 - ii. On the basis of (1) above, determination of how best to access American technology, management and marketing know-how for interventions at appropriate points across the spectrum of business activities and industries.

- iii. On the basis of (i) and (ii) above, examine product chains* to determine where technical assistance can be placed most effectively. Product chains will include agri-business, and other sectors as agreed (e.g., health, energy, natural resources, and manufacturing).
- iv. Determination of how to best alleviate existing macro-level policy constraints thereby allowing indigenous private enterprise to seize on market opportunities.
- v. Assistance to the host country private sector in any aspect of marketing (market research to consumer feedback), including export market development.

For the above five points (i) through (v), the report should clearly identify the recommended business sectors for attention, the priority activities proposed, the target groups to be reached, the relative size of returns to be expected, and sources of U.S. consultants and technical support which could be accessed for the work.

* For instance, in agro-economic countries the Team should examine the foodchain (farmer, agri-business, food-processing, transportation, wholesaling, retailing, consumer). Proposals for interventions should be made to increase both the quantity and quality (nutrition) of food and food products reaching the consumer. This would involve using a country's national commercial food system to reach the majority of the population, especially those groups who are "at risk" nutritionally. Nutritional deficiencies would be discovered through nutrition profiles (to be carried out) and would be addressed by the use of the national food system, including the use of food technology, and areas in which the U.S. private sector excels and could help.

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Resources: USAID/Upper Volta Private Sector Assessment Scope of Work; Ronco Papers; AFR/DP Illustrative Private Sector Assessment Scope of Work; PPC/PDPR CDSS Guidance regarding Private Enterprise; Consultations with L. Brown of PRE/PPR and C. Mock of S&T.

Special recognition is given to C. Mock for her advice concerning In-Country Preparations for the Advisory Team which will make it more possible for a Team to succeed in its mission. Her recommendations regarding critical information and preparatory services needed by an advisory team stem from her previous development background and from her experience as a member of the Upper Volta Private Sector Assessment Team (1983).

IV. ANNEXES

- A. Detailed Descriptions of Experts Work
- B. Advance In-Country Preparations for Team

DETAILED DESCRIPTIONS OF EXPERTS' WORK

1. Private Enterprise Development Strategist (Team Leader)

a. Background

- past success in delineating roles of public and private entities and individuals in market-oriented country development strategies;
- developing country experience with demonstrated capability for discussing issues at a policy level;
- knowledge of agri-business and food systems, business finance and management, trade issues, comparative advantages of private and public sectors, and linkages/incentives that speed up economic development;
- ability to coordinate activities of the team to produce an advisory report on growth of private enterprise and changes in institutions that constitute the business climate, thereby expanding the country's market base and peoples' participation in development;
- foreign language ability (4 level), where necessary.

b. Collaboration

Will work mainly with business associations and entrepreneurs and with selected ministries of planning, economy and finance, commerce, industry, mining and agriculture, with banks and other credit agencies, and U.S. Country Team and other donors.

c. Work

Reviews Mission-supplied materials on macro-policy and business climate, private and public sector roles in production and marketing, (by selected major industries), constraints limiting private enterprise development, and the effect of donors' efforts on private enterprise development. Supplements this information with data from public and private agencies in the USA before departure. The Team Leader organizes and directs the consulting and written work of team members, who report to the Team Leader. As senior representative of the contractor, produces the advisory report with the assistance of team members.

The Team Leader frames the report recommendations and approaches, supported by country specific data and cases and by extensive discussions with the local business community. The report takes account of information, views and proposals which team members have obtained from written materials and meetings.

In determining report content, the Leader collaborates closely with Mission and host government officials so that approaches recommended pertain to program administration responsibilities of these officials. Recommendations must be timely and feasible within the context of the country situation.

Report findings and conclusions are presented for reference and use, as appropriate, by Mission and host country officials, who are responsible for allocation of resources within their jurisdictions. The recommendations will cover points in the above Modus Operandi, including items III (a) through (d) of the Team Statement of Work.

The report will reflect the Team Leader's judgments concerning priorities and timeframes for addressing recommendations. The recommendations should include initiatives that put the people within reach of the neighborhood marketplace within a few years, to buy and sell the goods they want and need. The Team Leader also suggests approaches which may be used to link nutrition deficient population segments with enterprise opportunities, where appropriate.

Presents preliminary overall report to USAID for review and comment one week prior to Team departure. Based on comments and discussions (feedback from USAID within two days), delivers final draft to USAID prior to departure.

2. Agri-business Expert

a. Background

- Experience in private agri-business strategy developments, including LDC agricultural systems and institutions.
- Experience in for-profit private agri-business.
- Knowledge of national foodchain growth that underlies "Food for All through Enterprise", including knowledge of wholesale and retail functions.

- Knowledge of public policy and operations that affect agri-business and the foodchain and of experience of other developing countries in delineating roles of public and private sectors in agri-business.

b. Collaboration

Will work mainly with local agri-business and the ministries of agriculture, rural development, commerce, finance and with banks and credit agencies.

c. Work

- Reviews role of private enterprises and government agencies in the food production, marketing and distribution process; examines potential of key agro-industrial enterprises underway, and not yet started; identifies areas where private initiative could be expanded.
- Identifies marketable products which could be exploited in the short term, and recommends interventions. Estimates levels of profits to be realized.
- Assesses constraints to increased agricultural production and marketing through the private sector and makes proposals which could minimize constraints; proposed reforms normally should be an integral part of undertakings to develop and move identified products into the market-stream.
- Examines alternatives for marketing farm produce and key agricultural inputs such as fertilizer, pesticides and agricultural equipment; makes proposals, as appropriate.
- Comments on the role of parastatals and their effectiveness in serving the rural sector, and privatization possibilities, if warranted.
- In collaboration with marketing expert, examines the foodchain (farmer, agri-business, food processing, transportation, wholesaling, retailing, consumer) to determine where interventions should be made to increase quantity and quality (nutrition) of food and food products reaching the consumer; recommends technical assistance to build indigenous institutions to form and implement "Food for All through Enterprise" strategies which emphasize market incentives, facilities and services.

3. Business Development and Marketing Expert

a. Background

- Experience in small and large-scale industrial development, including manufacturing, mining, tourism, market distribution and transportation. Desirable to have worked on marketing strategies in developing countries. In agro-economies, desirable to have experience with food processing, food technology, and food marketing.
- In-depth knowledge of infrastructural analysis methods for developing countries;
- Participation in successful expansion of for-profit private enterprise.

b. Collaboration

Will work mainly with private business associations and entrepreneurs and ministries of commerce, industry and mines. Will also work as needed, with ministries of transport, environment, energy, natural resources and tourism.

c. Work

- Assess adequacy of current transportation, distribution and marketing infrastructure including trucking, railroads, air and ocean transport, warehouses, wholesalers, retailers, in particular for value-added agricultural and agro-industrial goods, and, as time permits, communications services.
- Examine private sector/public sector roles in marketing of goods and services and propose interventions enabling indigenous industry to put products into the market-stream in the short term. Explain why and how entrepreneurs will raise and risk personal resources for the enterprises.
- Assess effectiveness of marketing skills and techniques given consumer taste and behavior; propose interventions related to marketable goods and services.
- Discuss effect of regulations affecting new project development, pricing and promotion strategy.

- Comment on country's ability to meet current and projected energy demands; suggest studies, if needed.
- Discuss how American technology and management know-how can be used for product development and sales, in particular food, agricultural inputs and agro-industrial goods; take into account the size of the domestic market and potential for foreign trade.
- Discuss information systems available to host country industries on world markets and market arrangements.
- Discuss and propose steps needed for the country to mount a concerted national export development program.

4. Law and Institutional Development Expert

a. Background

- Knowledge of how host country legal, regulatory and administrative systems impact on business operations, especially regarding business and taxation matters. For countries based on French institutions, must know how French legal system applies.
- Knowledge of how international law and investment institutions and practices stimulate or inhibit regional economic development.
- Direct experience in for-profit enterprise.
- Knowledge of country enterprise development strategies followed in other developing countries.
- Qualified to conduct a dialogue at the policy level concerning policy and operational constraints to expansion of private enterprise.

b. Collaboration

- Local business lawyers and entrepreneurs
- Ministries of economy, finance and commerce; legislative
- National and foreign banks, public and private

c. Work

- Reviews laws, regulations and policies which affect commercial activities in the country. For example: (1) discuss national investment code impact on the private sector; (2) assess impact of fiscal law regulating imports and exports of goods on private sector. Propose phased changes to improve business climate. Estimate economic returns that could be realized with key changes recommended.
- Examine laws, policies, and regulations with regard to foreign investment and export possibilities for goods through regional economic organizations such as CEAO and ECOWAS. For example, given a country's (small) domestic market size, what are the opportunities for increased exports provided by ECOWAS regulations. For agro-economies, examine impact of international trade and investment institutions on food, agricultural and agro-industrial enterprise.

Make recommendations for desired fiscal, regulatory and institutional changes to attract foreign traders and investors and their participation in private enterprise in the country.

- Assess legal aspect of past nationalizations and discuss legal ramifications in case of parastatals' privatization.

5. Money, Banking and Credit Expert

a. Background

- Experience in money and banking policy issues, particularly in evaluation of public and private financial institutions, terms and availability of credit.
- Knowledge of informal sector and parallel economies in developing countries, e.g., Peru.
- In French speaking countries, knowledge of the French monetary system. Knowledge of UMOA (Union Monétaire Quest Africaine), the West African Monetary Union, would be desirable.

b. Collaboration

Will work with entrepreneurs and business associations, ministries of economy and finance; will also work with local financial institutions.

c. Work

- Examine roles of financial institutions in private enterprise development, and examine how private enterprise is in general financed (leverage, stock issues, retained earnings, informal or parallel sector operations).
- Assess local banks, informal market arrangements and financial situations; examine credit allocation procedures and comment on potential capital market development. Identify possible interventions. Explain recommendations, including steps to take and possible timetables.
- Examine the level and ways that existing funds are channelled into private enterprise development, including funds allocated by host government or other donors to the banks and other agencies. Examine impact of collateral elements by financial institutions. Propose alternative vehicles, if warranted, with emphasis on privately owned and managed user institutions.
- Study policies for setting interest rates. How should the interest rate be set in case the opening of a line of credit is recommended.
- Examine indigenous savings and loan institutions which mobilize capital for development. Propose ways and means for them to expand their capital base and to direct resources to productive businesses (vs. real estate, etc.).
- Propose training programs for banks and applicants aimed at enabling existing businesses to increase the volume of marketable products developed and sold. Propose new institutions, if necessary (e.g., venture capital centers).
- Examine how effective cooperatives and other financial service agencies are at locating and enabling nascent entrepreneurs to expand business; propose steps to expand or improve such capital formation and market promotion agencies, if warranted.

6. Business Management and Training Expert

a. Background

- Executive experience in private firm operations and management.

- Experience in private enterprise expansion, management of workforce skills and workforce training .
- Knowledge of workforce problems in developing countries, formal and informal training approaches, and sources of U.S. technology to improve productivity.
- A good background in finance and/or marketing would be desirable.

b. Collaboration

With local business, business associations, relevant ministries and business training centers.

c. Work

- Discuss cultural influences on private and public enterprise management.
- discuss management styles of public and private sectors and suggest improvements, if warranted.
- Describe current management style, management policy determination and labor management practices of selected key enterprises. Describe critical management constraints to private initiative and participation. Where do entrepreneurs and works learn their skills?
- Assess the existing (and missing) levels of training and employment of vocational, managerial and entrepreneurial skills by examining selected public and private organizations.
- Propose courses of action for training, including opportunities for improving on-the-job efficiency and effectiveness. Identify training sources and means for accessing them.
- Prioritize and justify recommendations (using measures such as increased volume and types of products to be made and sold; costs and benefits; etc.) Where recommendations are based upon prior experience of consulting agencies (e.g., IESC, Technoserve, U.S. consulting firms, etc.) cite sources and examples.
- Provide examples of AID (or other) business training operations that can be prototypes for host country business training programs. Relate examples to country situations.

- Discuss impact of parastatals' privatization on workforce motivation. What type of organizational/financial structure would be suitable for derived private enterprises? How would staff and workers be trained in new functions and responsibilities? What incentive schemes should be introduced?
- Propose sampling measurement and evaluation methods which AID and firms may use in testing the effectiveness of training programs.

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ADVANCE IN-COUNTRY PREPARATIONS FOR TEAM

To make best use of the expertise of Team members as strategy advisors (rather than as collectors and assemblers of information), the Mission and AID support office will arrange for In-Country Preparations to be undertaken during the eight week period prior to Team arrival. By mutual consent, a Mission Team Agent (either direct hire or contract staff) will be named to coordinate certain logistic and substantive matters that will be critical to Team effectiveness.

In-Country preparations are identified in the following chart. Most steps (A through G) are self-evident and need no further comment. However, since AID to date has not focused much attention on a) links between private enterprise and nutrition/consumption target groups or on) informal sector and very small-scale industries, these elements of the chart are spelled out further in chart footnotes.

MISSION TEAM AGENT--(Contract PSC) PRIVATE ENTERPRISE ADVISORY TEAM

EIGHT WEEKS SCHEDULE

- Manages preparations prior to team arrival
- I. Plan Logistics--for self-sufficient Team operations. Arrange itinerary and first week appointments. Discuss arrangements with host country public and private sectors and with Country Team.
- II Produce/supply Country Situation Reports. Obtain in-house or by contract.
 - A. Macroeconomic Situation. (AFD CDSS, IMF/IBRD reports, bank reports, etc.)
 - B. Country Business Profile, (e.g. Business International, Price Waterhouse, Embassy reports)
 - C. Industry Profile Data, e.g. Embassy, local consulting firm data on public/private roles in production, processing and marketing of goods and services
 - D. Nutrition/Consumption Data. Status/deficiencies of target groups by location, numbers, costs, nutrient levels
 - E. Agricultural Economic Assessment. Data on production, sales, market trends, constraints/opportunities, ^{gender} other. Supply summary and background papers.
 - F. Informal Sector and Small-scale Industries

	1	2	3	4	5	6	7
							Transmit all materials 2 weeks
					2 weeks		
	3 to 4 weeks						
			3 to 4 weeks		2 weeks		
			4 weeks				
			4 weeks				
	5 weeks						

FOOTNOTES

In-Country Preparations for Private Enterprise Advisory Team

Re II D, Nutrition/Consumption Data

A report will be prepared from available information that gives a composite picture of the country's nutrition/consumption situation and opportunities for overcoming deficiencies through individual initiative and private enterprise. Data will include: status/deficiencies of target groups by location; key levels of nutrient deficiencies; number of persons affected; estimated cost for overcoming key nutrient deficiencies (i.e., levels of increased per capita incomes which malnourished people will need to "earn their own bread.")

For the element, the researcher will identify nutritional problems and trends among the total population and delineate the adequacy of consumption patterns and trends among different segments of the population (e.g., by geographic location, seasonal nutritional problems, if any, and differences among in-take by income classes and tourists, if relevant.) Discussion will address quantity and quality of diets, extent of undernutrition, basic causes of undernutrition, and projected food tastes and preferences for a five year period. Report will discuss how the people cope (or do not cope) with malnutrition and alternatives open to them to resolve food problems.

Illustrative questions are: How well does the country's food market system perform to meet daily food needs of the population? Where do economic opportunities exist for persons to engage in food industries such as street vending, food processing, storing and transport, or urban wholesale/retail operations, to meet presently unmet food needs? Are undernourished people interested in these pursuits? What constraints inhibit them now? What national and donor agencies address total population food systems (e.g., World Food Council's National Food Strategies)? What AID projects or programs apply or might apply the recommendations in WFC-sponsored strategies?

Re II F, Informal Sector and Small-Scale Industries.

Using available information, a preliminary report will be prepared that describes the dynamics of the country's informal sector and small-scale industries. To the extent possible, the following subjects will be included:

- Estimate size and economic importance of the informal sector and small-scale industries;

- Analyze backward and forward linkages;
- Explain "secrets of success" of existing enterprises, and growth trends and prospects;
- Survey institutional support to this subsector (informal and formal); identify gaps therein;
- Identify constraints to profitability of sector enterprises, whether internal to firms or environmental (policy, administrative); recommended steps for removing constraints;
- Review marketing opportunities and market constraints, and recommend enterprise opportunities worth pursuing; prioritize and explain key recommended enterprise opportunities;
- Review deficiencies in enterprise management of this level and recommend approaches to upgrading, including opportunities for learning from others, institutional development and self-financed approaches to on-the-job training;
- Review credit (formal and informal) availability and needs, recommend practical approaches to obtaining credit;
- Prioritize and explain key recommendations.

The researcher will survey entrepreneurs, customers and suppliers of materials, credit, information, etc. As time permits, researcher will also contact:

- banks and other credit institutions as well as low-level training and TA organizations;
- NGOs and other private groups organized to assist informal sector/small industries;
- governmental agencies and parastatals charged with responsibility for assistance to the sector;
- local community development organizations with "income generation" or "livelihood" programs;
- organized sector firms with strong forward or backward linkages to the sector.

The background of the researcher should include:

- In-country experience in assessing opportunities, constraints and environment of informal/small-scale industries, including enterprise management, credit, market and technology access;
- Knowledge of institutions serving informal/small-scale industries in the country;
- Experience in analyzing macro and sector policies as they impact directly and indirectly on informal/small-scale industries.