

TERMS OF REFERENCE

057 PLB PSS – Studies for Borno & Plateau States Private Sector Strategy Development

1. Project's Description

1.1 Project Background

Plateau State and Borno State are two of 36 states in Nigeria, situated in the country's Middle Belt and extreme North East respectively. In recent times, both have suffered from internal conflict or internal terrorist attack

DFID Nigeria is considering interventions to encourage both economic development and peace building in both states and requires a stronger analytical base on which to base decisions on such support. The objective of this consultancy is to provide this stronger analytical base, both for DFID and for the State governments.

1.2 Target group(s)

DFID Nigeria and the State Governments of Plateau State and Borno State

1.3 Project purpose

Plateau State Government, Borno State Government and DFID Nigeria develop a conflict-sensitive private sector strategy to increase investment, jobs and incomes

1.4 Target dates

Task	Period	Location
Dfid/Pdf contractual arrangements	25Jan-1Feb12	
Questionnaire's design	1-7 Feb 12	TL & DTL – Lagos
State-based Economists and Conflict analysts - Answer Questionnaire and Undertake 1st Round of Stakeholder Consultations	8-21 Feb 12	State-based economists & conflict analysts - Borno & Plateau
Data Processing & New Questions	22 -29Feb 12	TL, DTL, Value Chain VC Consultant - from base stations & by video conference
Team Meeting	1 - 2 Mar 12	Abuja
Additional Data Gathering /Field Visit by TL, DTL & VC Consultant – Borno	5 -9 Mar 12	Maiduguri metropolis (visits outside unlikely) – Borno
Consolidation findings Borno	10-11 Mar 12	Abuja
Additional Data Gathering /Field Visit by TL, DTL & VC Consultant – Plateau	12 -16 Mar 12	Jos metropolis (visits outside unlikely) – Plateau
Consolidation findings Plateau	17-18 Mar 12	Abuja
Consolidation & Report Writing	19Mar – 2 Apr 12	Lagos
Team Review & Amendments	3 -15 Apr 12 (2 day Easter Holiday)	Abuja & Lagos
Submission of Draft to DFID	16-Apr-12	Email
Meeting with DFID	Tbc	Tbc
Final Report	2 weeks after meeting with DFID	

1.5 Project outputs

Output 1. Review of information

Output 2. A presentation of key findings to DFID Nigeria and the Secretary to the State Government of each State prior to finalising the report.

Output 3. One report for each state presenting:

1. An overview of the State economy, including how previous government policies have shaped it, and the impact of communal conflict or terrorist attack.
2. Outline the main impediments to private sector growth, conflict and non-conflict related, and how these can be alleviated, including what is within the State's remit and in what areas the state will need to lobby other State Governors and the Federal Government.
3. A value chain assessment, highlighting key value chains that can spur on growth to increase jobs, incomes and investment and including conflict-sensitive recommendations of what can be done, and assessment of the impact of conflict on these value chains.
4. An assessment of the potential for public works programs to contribute to employment creation and conflict reduction, but also of risks from the management of public works in the context of the State, with specific consideration of do no harm principles.

1.6 Output indicators and target dates including technical reports or other deliverables

Output 1: The review will be based on information gathered through the following channels including but not limited to:

- i. Stakeholder consultations, including a good cross-section of the private sector, business membership and community organisations and State Government and officials.
- ii. Reports on the State economy and business environment including [State level Doing Business Surveys and Investment Climate Assessments] and other documents provided by the State Government. Consultations with the Nigerian Bureau of Statistics may be necessary.
- iii. Reports on the root causes and dynamics of conflict and violence in the State.
- iv. Discussions with donors and other actors working on private sector growth and conflict resolution in the State.

Outputs 2 and 3:

The two reports should be presented in a concise and similar format (no more than 40 pages of text) and should include an executive summary of one page composed exclusively of key findings and recommendations.

The presentations and reports will be expected to cover:

1. *Sectoral assessment of the State economy. This will include:*
 - Sectoral disaggregation of the State GDP, including sector growth rates, and employment figures
 - Compare the State's economy with Nigeria more broadly and identify comparative advantages
 - Assess which sectors receive the most investment and why
 - Assess how the State's current and previous private sector policies have influenced the economy
2. *Assess the relationship between conflict and the economy in the State*
 - Drawing on existing analysis and theories of root causes of community violence in the State, contextualise the economic drivers of conflict with other factors such as religious and ethnic divisions, competition for land and other resources, the role of indigency, and issues of governance and political representation.
 - Prepare an estimate of the total loss inflicted upon the economy of the State in terms of GDP, employment, and investment that has resulted from conflict or terrorist attack.

- Assess the economic impact of the security response in the state, and whether this response imposes costs on business activity.
 - Assess the specific impacts that conflict has had on each of the main non-Government sectors of the State economy, and also whether economic interests have fuelled conflict. Assess any possible strategies for mitigating the impact of conflict on existing businesses in key sectors in the State.
3. *Identify the non-conflict impediments to private sector growth*
- Identify the main impediments to private sector growth. This may include, but is not limited to, infrastructure, access to finance, skills, and the legal and regulatory environment.
 - Assess how the State Government can limit these impediments including how the legal and regulatory environment for business can improve
 - Identify areas where the State needs to lobby the Federal Government or other state Governors to alleviate impediments
4. *A value chain assessment in the State*
- Value chain assessment to elicit key value chains that have the potential to grow and create jobs, including the value chain for meat.
 - Assess the relationship between value chains and communities involved in conflict, and whether relative participation in related value chains either contributes to conflict or offers opportunities for constructive engagement.
 - Set out conflict-sensitive recommendations for improving productivity, income and growth in key value chains
5. *An evaluation of the potential for public works or other employment creation schemes in the State*
- Assess the scope for public works schemes to create employment, supplement incomes and reduce conflict in the State.
 - Assess the extent to which conflict might impact upon the implementation and/or cost of employment creating programmes, and evaluate risks that patronage connected to public works programmes might exacerbate conflict.
 - Set out recommendations for how public works or other employment creation schemes can be undertaken without doing harm.

For target dates, see under Section 4.

1.7 Main Project Activities

Output 1: Review of Information

- 1.1 Desk-based review of relevant material including telephone conversations to ascertain available data and information available in the State
- 1.2 Conduct stakeholder consultations with state and private sector parties
- 1.3 Fill the detailed questionnaire based on which additional stakeholder meetings might be required for validation

Output 2: Presentation of key findings

- 2.1 Draft a report addressing all areas specified above
- 2.2 For presentation, details are to be agreed with State Governments and DFID.

Output 3: Report

See above and under Section 4 below.

2. SPECIFIC DELIVERABLES FOR TEAM MEMBERS

The team is composed of:

- 1 Core team: 1 lead economist (team leader), 1 lead conflict analyst (deputy team leader), and 1 lead value chain analyst
- 2 State-based teams: 1 economist and 1 conflict analyst in each state
- 1 Abuja-based research analyst

2.1 Ilaria Chessa, Team Leader and Lead Economist

- Responsible for the coordination of the team, distribution of tasks and workload among team members and for the overall drafting and presentation of the report to Dfid
- Preparation of the questionnaire (in annex)
- Draft the economy-wide analysis of the report

Deliverables: (a) draft report to Dfid, (b) Presentation of key findings for Dfid

Est. distribution of time: 42 days - Literature review & questionnaire (7), Team coordination (2), State visits (14), Consolidation of findings/team meetings (8), Draft report writing (10), Presentation to Dfid (1)

ANNEX 1 PRELIMINARY LIST OF VALUE CHAINS

Criteria: high employment and income potential for vulnerable groups (including those at risk of involvement in criminal activities); high potential for growth/contribution to state & national GDP. This is to be validated as research progresses.

- Construction
- Livestock
- Vegetables / Irish potatoes
- Rice
- Fisheries
- Solid minerals
- Tourism
- Cotton
- Sorghum
- Maize
- Cassava
- Gum Arabic

ANNEX 2 PRELIMINARY LIST OF STAKEHOLDER INTERVIEWS

√ = Important

Ministries Departments & Agencies	
√	Ministry of Agriculture
√	Ministry of Finance Economics Planning
√	Ministry of Labour
√	Ministry of Commerce and Industries
	State Police Command
√	Ministry of Women Affairs / Youth
√	Ministry of Solid Minerals
√	Ministry of Tourism & Culture
√	Agricultural Development Project
√	Bank of Agriculture
√	Bank of Industry
√	Nigerian Export Promotion Council
Professional Groups & Associations	
√	Borno/Plateau State Chamber of Agriculture, Commerce & Industries
√	Nigerian Association of Small Scale Industrialists
	National Union of Road Transport Workers
√	Manufacturers association of Nigeria
√	Small and Medium Enterprises Development Agency of Nigeria
√	Abattoir operators
√	Tanneries
√	Agro-processors
Farmer Groups	
√	Sorghum
√	Cowpeas
√	Cattle
√	Sheep/Goats
√	Aquaculture
√	Gum Arabic
√	Rice etc
Opinion Leaders	
	Traditional Rulers
	Religious Leaders
	Local Government Officials
Others	
√	SMEs
√	Donor Organizations

ANNEX 3 QUESTIONNAIRE

QUESTIONNAIRE FOR PSD STRATEGY IN BORNO & PLATEAU STATE, NIGERIA

1) THE ECONOMY (STATE VS NATIONAL INDICATORS)

Important Requirements:

All Statistics MUST detail the source, year of publication and author

Specify where planned or actual (audited accounts) figures are used

Data can be obtained through recent publications, direct Government sources - state or national (specify), Chambers of Commerce, other trade/producer associations, large private companies investing and employing in the state

Key Publications to obtain: UNDP Human Development Report 2008-09, 2009-10, 2010-11 (if available); Doing Business Report by the World Bank (2010)

		Period	Note
1.1	Overall economy growth level & growth rate at State level & National averages	2007-2011	Table with numbers (% , levels) and chart
1.2	Sectoral composition of state GDP levels & % growth vs national sector average performance; must include agriculture, wholesale & retail trade, real estate/construction, financial institutions, transport services, manufacturing, forestry, telecom, tourism, solid minerals	2007-2011	Tables with numbers and pie chart with legend
1.3	Sectoral growth level and rate vs national average - main 8-10 sectors of the economy including agriculture, wholesale & retail trade, real estate/construction, financial institutions, transport services, manufacturing, forestry, telecom, tourism, solid minerals	2007-2011	Table with numbers + chart of most recent year & %
1.4	GPD (PPP\$) ranking of Nigerian 36+1 states	ideally 2010 or 2011	PPP=Purchasing Power Parity; most recent year available
1.5	GPD per capita (taking into account population) ranking of Nigerian 36+1 states	ideally 2010 or 2011	Table to include state name, GDP/capita, rank
1.6	Area & population density by state		Most recent year available. Table to include state, area, population figure (year) and density. Potential source: Population Commission, National Bureau of Statistics
1.7	Poverty headcount by state: % poor & non poor by state; core HDI indices by state		Possible sources: National Bureau of Statistics & HDI by the United Nations
1.8	Employment statistics - aggregate figures by state vs national average; including formal and informal;	2007-2011	Formal, informal, urban, rural

1.9	Employment disaggregation by sector (levels & % of active labour force) and comparison to national average. If available also disaggregated by sector: Agriculture, wholesale & retail trade, real estate/construction, financial institutions, transport services, manufacturing, forestry, telecom, tourism, solid minerals	2007-2011	Formal, informal, urban, rural; by sector; table with numbers + chart of most recent year & %
1.10	Public sector employment figures: civil service, teaching/non-teaching staff, parastatal services; LG staff	2007-2011	Table with figures & pie chart for most recent year Actual figures (from audited accounts) where available otherwise planned, e.g., last year (specify)
1.11	Public investment (actual - audited accounts): agriculture, tourism, education, health, public works	2007-2011	Actual figures (from audited accounts) where available otherwise planned, e.g., last year (specify)
1.12	Public investment in construction: public works, health infrastructure, education infrastructure, tourism infrastructure, other (incl. special projects)	2007-2011	Actual figures (from audited accounts) where available otherwise planned, e.g., last year (specify)
1.13	Private investment in key sectors of the state economy: levels (NGN & US\$) and employment figures (estimate and/or actuals)	2007-2011	Specific projects - figures (actual or planned looking forward) and info on the project, including perspective employment impact
1.14	Population figures: urban, rural state vs national average (levels & growth rate) + disaggregated by LGA	2007-2011	Table with states & chart of most recent year
1.15	Current employment in key value chains in the states and neighbouring states: construction/real estate, livestock, vegetables, Irish potatoes, rice, fisheries, solid minerals and tourism/hospitality, other	actual	Categories: high, medium, low. Source: interviews/survey of associations and government. States: Borno (and Yobe, Adamawa) and Plateau (and Kaduna, Abuja and Benue)
1.16	State unemployment rate vs national average and compared to neighbouring states	2007-2011 or most recent year available	Table with % figures (of total active labour force), including national average for each year. States: Borno (and Yobe, Adamawa) and Plateau (and Kaduna, Abuja and Benue)
1.17	Unemployment rate by state	Most recent year available (%)	All 36+1 state. Potential source: NBS Potential sources: CBN Annual report & statement of accounts, provisional estimates State Ministry of Budget & Planning/Finance (latest year)/approved budget (latest year)
1.18	State Total revenues (NGN bn) excluding loans & grants to LGAs	1999-2011	
1.19	State Total IGR (NGN bn)	1999-2011	
1.20	State Internally generated Revenues (IGR) as a % of total recurrent revenue	1999-2011	

2) ENTREPRENEURSHIP AND BUSINESS ENVIRONMENT

Important Requirements

Possible sources: State database, Chambers of Commerce, Associations of producers, traders, marketers, etc

Key source: Doing Business Report by World Bank Nigeria 2010 (all 36 states are benchmarked indicator by indicator), investment climate assessments at federal and state level, UNDP HDR (most recent publication)

other sources: Business viability by SMEDAN, Chamber of Commerce

		Period	Note
2.1	Number of small scale enterprises in the state secondary sector and breakdown by sub-sector	2007-2011	Table with numbers by sub-sector & totals + chart for the most recent year; comment on year of most substantial registration and possible reasons (including eventual commentary on security and conflict, if relevant at all)
2.2	Number of businesses registered in the state by decade (1960-69, 1970-79, 1980-89, 1990-99, 2000-2009, 2010, 2011)	1960-2009, 2010, 2011	
2.3	Source of business registration as % of total: CAC, LG, SG, Professional Association, Board of Internal Revenue, NAFDAC) by %	2007-2011	
2.4	State Size of Businesses - Number of micro (five or less employee), small (between 6 and 10 employee), medium (10 to 50 employee) and large businesses, and % of total businesses	most recent year	Table with numbers, % and pie chart for micro, small, medium and large businesses (%); chart with number of people employed per business on the horizontal axis (0-5, 6-10, 11-20, 21-30, 31-40, 41-50, over 50) and total number of businesses on the vertical axis
2.5	State - Type of business: sole proprietor, limited liability: number and % of total	most recent year	
2.6	Mode of business financing in the State: self, cooperative, family, bank	most recent year	Table with figures on n. of businesses by financing category in the most recent year available
2.7	Challenges to Business in the State: finance, roads/transport, power, water, entrepreneurship drive, business linkage challenge (specify nature), bureaucracy (rules of the game/government driven), insecurity, conflict	most recent year	Table with figures on number of businesses suffering from any of the stated concerns and chart. Important to include insecurity and conflict among the indicators

2.8	Challenges to Business in the State by sub-sector and in particular the existence or non existence of legal, regulatory and other framework to commence and operate along the value chain within each subsector.		Challenges: finance, roads/transport, power, water, entrepreneurship drive, bureaucracy (rules of the game/government driven), insecurity, conflict; sub-sectors: construction/real estate, livestock, vegetables, Irish potatoes, rice, fisheries, solid minerals, tourism/hospitality, other. Survey, interviews for ranking and % estimates. Where possible sector by sector specify the type of infrastructure challenge, business linkage or entrepreneurship challenge that has to be addressed.
2.9	Number of public owned enterprises by sector and by size	most recent year available	
2.10	State's private sector policies (the policy climate). The ease of doing business in Borno & Plateau states	2010-11	Doing Business Report (DBR) 2010; written analysis and comment of the ranking of the focal state vis-à-vis comparable and/or neighbouring states or the top and bottom ranking state by indicator; other sources: SMEDAN, Chamber of Commerce. Based on the Doing Business Report 2010 analyse at least 4 core indicators: starting a business, dealing with construction permits, registering a property, enforcing contracts and compare score with the best and worst ranking and neighbouring states
2.11	Cost of registering a property in Borno, Yobe, Adamawa (for Borno) and Plateau, Kaduna, Abuja and Benue (for Plateau)	DBR 2010	Table with following indicators: search fee, conduct of search, consent application form, execute deed of assignment, consent fee, stamp duty, registration fee, total cost of registration (NGN), % of property value based on a benchmark property value across the various states; Chart with cost of registering a property as % of total property value in the selected states and neighbouring states
2.12	Starting a business in Borno, Yobe, Adamawa (for Borno) and Plateau, Kaduna, Abuja and Benue (for Plateau)	DBR 2010	Table with following indicators: number of procedures, duration of process in days, cost as % of annual per capita income. Ease of starting a business (national rank) in the selected states and neighbouring states
2.12	Dealing with construction permits in Borno, Yobe, Adamawa (for Borno) and Plateau, Kaduna, Abuja and Benue (for Plateau)	DBR 2010	Table with following indicators: number of procedures, days in process, cost as % of annual per capita income, ranking in the selected states and neighbouring states

2.13	Enforcing Contracts in Borno, Yobe, Adamawa (for Borno) and Plateau, Kaduna, Abuja and Benue (for Plateau)	DBR 2010	Table with following indicators: number of procedures, days in process in days, cost as % of claim, ease of enforcing contracts (rank) in the selected states and neighbouring states Qualitative analysis based on interviews with businesses, chambers of commerce, business associations and government agencies
2.14	Entrepreneurship drive: reliance on government support, underdeveloped business/entrepreneurial drive	current	
2.15	Operational constraints to business: cost of fuel for generator, poor roads, skill level of human resources, lack of technical support/advice and other business services, lack of investment information, labour availability/cost, dependence on unreliable PHCN, access to markets, taxes	current	Qualitative and quantitative (% of people interviewed choosing one indicator, or another or all) analysis based on interviews with businesses, chambers of commerce, business associations and government agencies Qualitative analysis based on interviews with businesses, chambers of commerce, business associations and government agencies. Quantitative information on ACTUAL public investment into the specific projects, employment, milestones achieved and planned way forward, including any private investment crowed in as a result of the public investment made. Any substantial FG investment worth mentioning (quantity, milestones achieved, effect - actual or expected, including employment)
2.16	Federal and State Government's priorities for the investment in (a) key state road and other transport infrastructure for trade, (b) power, (c) commercial projects to support business and private sector (eg environment, tourism, etc)	recent years till current	
2.17	Financial services for state businesses: number of commercial banks present in the state (capital and/or LG branches), microfinance banks, type of products, client base type, main services and to what type of business (micro, small, medium, large)		Qualitative and quantitative analysis of financial operators, products, outreach in the 2 states based on interviews with CBN, commercial bank's branches, chambers of commerce, business associations, etc. Considerations on main constraints, gaps, uncovered market base, etc
2.18	Current state initiatives to improve the business environment: has any policy being put in place specifically as a result of the findings of the DBR 2010 in the state in the core 4 areas of the DBR?	current	Qualitative analysis based on interviews with government agencies and chambers of commerce

			Qualitative analysis based on interviews with government agencies (Ministry of Commerce) and chambers of commerce. Qualitative and quantitative analysis of state incentives and impact; microfinance loans (system of delivery to be described vis-à-vis microfinance guidelines by CBN) amount to how many MFIs/MFBs, and how many beneficiary by business size and loan amount
2.19	Any one-stop-shop put in place in the state? Is so which year? Coverage of services? Impact recorded. Any incentives to investment? Any state microfinance program?	current	
2.20	Has any measure to improve the legal and regulatory environment for business been put in place, e.g. e-governance reforms (to simplify admin procedures, streamline land and property administration and tax compliance through computerization and reduction of bureaucracy) over recent years?	last 3 years and forthcoming	
2.21	List and detail any bilateral, or multilateral private or public investment in any sub-sector of the state economy, providing information on job creation numbers (short term and long term), investment levels and expected impact on the economy. This could include key construction and infrastructure sector	last 3 years and forthcoming	Qualitative analysis based on interviews with government agencies (Ministry of Commerce) and chambers of commerce.
2.22	Any initiative of collaboration between the SG and the FG that supports private sector development? Roads, dams, power projects, railway, sub-sectoral projects, other	last 3 years and forthcoming	Qualitative analysis based on interviews with government agencies, chambers of commerce and private businesses. Quantitative information (amount of resources disbursed, whom to, pending for disbursement, milestones achieved, employment so far and perspective and other economic benefit realised or expected.
2.23	Is Security and conflict a constraint to business development and growth in the state?	historical and recent years/days	
2.24	Economic cost of insecurity and conflict: the estimated economic cost of insecurity and conflict to date in terms of (a) foregone investment, (b) reduced business activity or registration hinderance, © disruption of physical infrastructure, (d) loss of lives and human capital	historical and recent years/days	Qualitative and quantitative analysis should also cover the causes of conflict (economic, social, ideological or other), quantify and qualify the social group (ethnic, religious, gender, age bracket, employed/unemployed, educated/uneducated) involved directly and potentially to be involved in the conflict and those suffering its consequences.
2.25	Specific sectoral costs of conflict if any	historical and recent years/days	Any loss of production, trade, broken chain relationships? Other?

3) VALUE CHAIN AND CONFLICT ANALYSIS

Important requirements:

Value chains to analyse in each state (where applicable): construction/public works, livestock, vegetables, Irish potatoes, rice, fisheries, cotton, sorghum, maize, cassava, gum Arabic, solid minerals and tourism/hospitality and other high potential ones

Each value chain analysis must include a chart which specifies stages of production, processing, trading, location of each stage, stakeholder type (gender, ethnicity, religion, age group) where applicable

Each value chain analysis must include analysis of conflict, nature, type, triggers (economic, ideological, social or other), costs (economic/quantify or other) and strategy to reduce causes of conflict, to reduce impact of conflict and to enhance entrepreneurship and growth

Each value chain analysis must include a section on employment (current and potential), the Value Chain's constraints (across the chain and specific to a stage) and solutions/actions by different categories of stakeholders (government/what tier, private sector (what type), int' organizations etc + indication on the timeframe and sequencing of the action in the strategy

Each value chain must include a summary table with the core issues, potential, conflict and strategy forward
All value chain analysis - including that of real estate and construction - must include analysis on technical capacity, on public and private sector investment (current and trends) and employment (current and potential)

All direct and indirect sources must be detailed and cited in the bibliography and any notes submitted from the state consultants to the lead consultant

	Period	Note
3.1		
3.2	2007-date	Besides the analysis it would be useful to have some tables with statistics. Summary tables could usefully include scale of the incidence, immediate causes, possible underlying causes, market/location type, protagonists sex, age and ethnic/religious belongings, police and other security or other agencies involvement, state involvement; possible foreign/alien involvement. Economic cost: (a) disruption of core and market infrastructure, (b) lost trade, (c) lost production (type, quantity, value), (d) loss of goods, (e) loss of lives
3.3	2007-date	
3.4	2007-date	
3.5		higher prices? Lower production of basic goods or goods important for livelihoods of the majority/most vulnerable groups? Diversion of trade (to where? Wh benefited?) erosion of social contract? (what type). Considerations on informality

	Analysis of the 'structural' factors related to markets: (a) access to land, jobs and markets, (b) role of government (decisions over location of markets and/or allocation of market stalls, changes in taxation to particular economic and productive/trading groups and eventual biases, effectiveness of security and justice, © Local Governments: current and past dependence on revenues from local markets (and amounts + growth over the years) + analysis of corruption	2007-date	
3.6			
	Analysis (and statistics) in LG's sources of revenue by source (actual - from audited accounts where feasible otherwise budgeted figures), including revenues from local markets and local economic activities	2007-date	
3.7			
	Analysis of access to land, formal and traditional access rights to land, and ownership and ethnic and/or religions considerations, impact on migrating herdsmen, including pastoralist/farmer conflict. History and evolution		
3.8			
	Analysis of media reporting and biases, education of the citizenry and sensitization of conflict related issues and programmes instituted to cure or respond to them		
3.9			
	Analysis of discrimination in public sector employment, eventual ethnic and religious biases or other		Besides the analysis it would be useful to have some tables with statistics
3.10			
	Analysis of public security services: staff remuneration, equipment available, culture orientation, effectiveness, evolution	2007-date	Besides the analysis it would be useful to have some tables with statistics
3.11			
	Analysis of biases (if any) of the judicial system in favour/against specific groups (economic, ethnic, religious) and effect on economic activity, employment and growth over time		
3.12			
	Description of private security services, functioning, financing sources, biases, effectiveness. Including statistics and changes over the years	2007-date	Besides the analysis it would be useful to have some tables with statistics
3.13			
	Analysis on the state of the rule of law in the state		
3.14			
	Analysis of quantity of small arms, ownership, use and trends of criminal activity changes based on the quantity availability. Demand and supply analysis, including: Who finances its proliferation? Who uses it? History and current evolutions	2007-date	Besides the analysis it would be useful to have some tables with statistics
3.15			

- Analysis of flash points for insecurity and conflict in the state with particular attention on: (a) areas (including market places and transport hotspots) that are flash points for conflict especially in each value chain, (b) state of infrastructure (accidents/insecurity), and © trend in incidence of violence (looting, bombs, small arms incidents etc)
- 3.16 Statistics on insecurity and violence by type and incidence over the years
- 3.17 Information on police, State Security Service, Immigration Service and Customs Service operations and reforms at state level and impact on effectiveness of these services and analysis of vigilantes /private police services, including social, economic and ethnic composition if/where relevant to understand conflict hotspots and possible useful recommendations in each value chain
- 3.18 Analysis of pastoral, farming, trading and marketing organizations, conflict prevention/brokering NGOs and int'l organizations and their effectiveness in conflict solution in the state
- 3.19 Analysis of past failures in conflict prevention/cure, by which actors, lessons learnt and incorporation of these lessons into the strategy for the value chain and entrepreneurship development that is sensitive to the conflict players
- 3.20 Analysis of early warning systems involving key individuals, stakeholder organizations and/or local leaders and which effectively reduced the incidence of insecurity and conflict in the state
- 3.21 Describe and make an assessment of the relation between the proximity of conflict/insecurity to power and/or urban vs rural centres and the speed and effectiveness of the response to resolve it
- 3.22

3.23	<p>Analysis of each selected value chain and any additional one considered high potential for employment, enhanced standard of living and economic growth. Value chains selected include: construction/public works, livestock, vegetables, Irish potatoes, rice, fisheries, cotton, sorghum, maize, cassava, gum arabic solid minerals and tourism/hospitality</p>	<p>Each analysis must include also one table per value chain listing the principal chain/network stakeholders, main characteristics of each actor/stakeholder (gender, ethnicity, religion, urban/rural, other), principal regulators (indigenous landowners, long distance traders/producers, market association, police, LG, other) and the resource potential/constraints and key conflict areas (eg irrigable land, labour demand exceeding supply, reduced profit for a particular category, poorly maintained vehicles, bad state of roads, limited funds to purchase goods, etc) for each of the value chain stages and actors. The analysis should be linked to that of 3.16 on conflict hotspots (where relevant) and so should the recommendations. Each value chain analysis should include a table with the location (LG names but possibly also other states and/or countries) of each stage of the value chain and highlights on the type of stakeholders involved at each stage</p>
3.24	<p>Outline the recommended strategy (and sequencing) for the development or strengthening of each value chain that reduces the causes of conflicts and provides employment and enhanced livelihoods for targeted groups currently involved in insecurity and conflict</p>	<p>The strategy could reflect on actions for different categories of stakeholders: public (SG, LG and/or FG), private (producers, traders, processors, associations, etc), int'l (donors, NGOs and in which sphere). The strategy should draw recommendations from the constraints in the various areas including: investment climate, infrastructure, finance, human capital/business development services, security etc. The strategy should also bear in mind consumer preference for one quality or another of commodity based on existing consumer surveys and/or key informant interviews or international donor-generated commodity/value chain reports. The strategy should further recommend improvements in each stage of the value chain from a technical standpoint and take into account existing constraints (realism, phasing, sequencing considerations)</p>

3.25	Analysis of formal and informal production and marketing systems for each selected value chain	
3.26	Analysis of existing BDS (business development services) in the state, nature of the providers, number, type of services, effectiveness and areas for improvement (where applicable)	
3.27	Analysis of the employment at each stage of the value chain (estimated and r H,M,L to be defined) and its potential if further developed/supported	Each value chain (where applicable) should have a table from 1999 (or at least 2007) to date) with area, production volumes and yields (eg, mt/ha). Where feasible productivity in the state should be compared to that of neighbouring states that are more productive to draw inference on possible improvements. Potential sources: State ADPs
3.28	Analysis on productivity of each stage of each value chain, constraints and recommendations	
3.29	Diagram on each value chain, depicting each stage, stakeholder involved, location until the final stage of production, marketing and trade	
3.30	Estimated impact of fuel subsidy removal on state level production and trading activity since Jan 2012	
3.31	Availability of BDS (business development services) and microfinance in the state and actual utilization/use of such services in the specific value chains selected and other high potential values chains for employment and growth in the state	
3.32	Analysis of governance structure of each value chain to determine where power lies and how this can be used to improve overall performance of the chain, while addressing the issue of conflict.	
3.33	Availability of VCF (value chain finance) opportunities such as warehouse receipts and leasing as well as risk mitigation for operators in key value chains	
3.34	See all other important requirements under the title of this section	
3.35	List all value chain, agriculture, economic empowerment, growth related and security projects, stating duration, budget and organization (FG, SG, Regional, Ngos, donors, etc), specifying their focus and status of implementation	2007-date Table