

Request for Proposals

Safe Aqua Farming for Economic and Trade Improvement (SAFETI) Project

Final Evaluation

I. Forward

Winrock International (Winrock) has been implementing the Safe Aqua Farming for Economics and Trade Improvement (SAFETI) project in Bangladesh since September 2016, funded by the United States Department of Agriculture (USDA) 2016 Food for Progress (FFPr) program. SAFETI is a 5-year implementation project covering the period from September 2016 to September 2021.

The purpose of this request for proposals (RFP) is to solicit proposals from independent consultants or firms that are interested to conduct a final project evaluation. As specified in USDA's Monitoring and Evaluation Policy¹ the evaluation will be independent and conducted by a third party. The independence of the evaluation function from program design and management is a core principle of the donor (USDA). This independence helps to ensure both credible and objective evaluation. Winrock is committed to selecting a proposal that will meet the highest possible quality standards of evaluation and reporting.

The scope of work outlined below may be subject to change by Winrock International or the U.S. Department of Agriculture. Any changes to the terms of reference will be reflected on this website; if deemed necessary by Winrock, the deadline for submission will be extended.

II. Background of the SAFETI Project

A. Project Relevance

At the project's inception in 2016, Bangladesh's shrimp and prawn sector was struggling with a fundamental systemic constraint: low farm-level productivity – especially among smallholder farmers. The underproductivity of farmers was evident in the excess downstream capacity: of the ~80 processors in Bangladesh, only 20 were actively operating – most of them at less than 25% capacity – all due to a lack of raw materials.

To address this, SAFETI's interventions focused foremost on the constraints facing upstream market actors: small-scale aquaculture producers, and the manufacturers/distributors of production inputs on which farmers depend. With increased knowledge about improved production practices, and more reliable access to high-quality inputs and technologies, small farmers could significantly increase their productivity, sales, and profits. As farmers witnessed the benefits of their investments, they could generate consistent demand for more and more those inputs and technologies – a self-sustaining cycle that increases the volume and quality of product available to the previously-unproductive traders and processors downstream.

B. Food for Progress Strategic Objectives

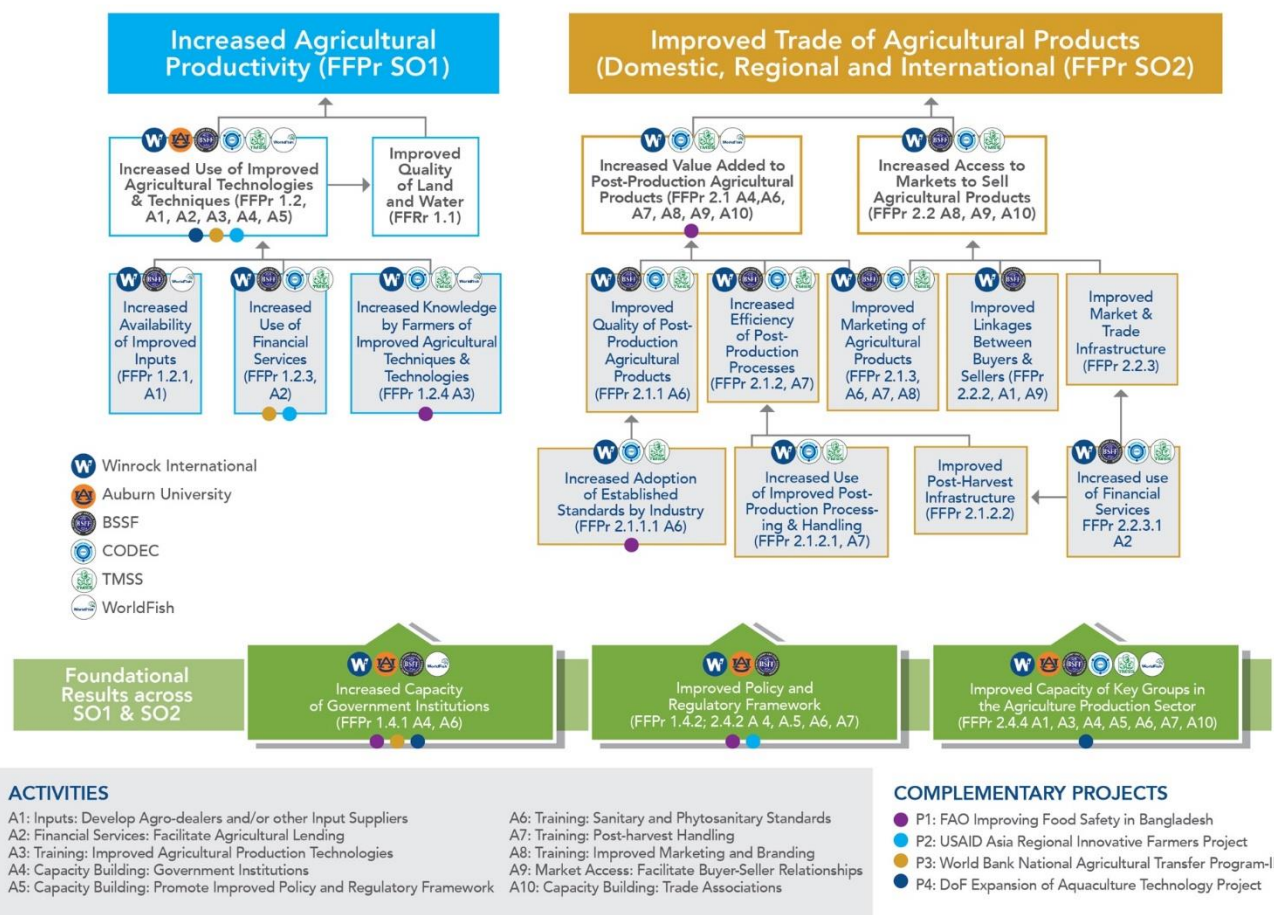
In accordance with program design principles set forth by USDA for its Food for Progress programming, SAFETI's results framework is designed around two strategic objectives:

¹ https://www.fas.usda.gov/sites/default/files/2019-06/fad_mande_policy_feb_2019.pdf

- **Strategic Objective 1: Increased Agricultural Productivity (FFPr SO1)**
- **Strategic Objective 2: Expanded Trade of Agricultural Products (FFPr SO2)**

These objectives are fulfilled through the achievement of mid-level and foundational results that correlate to the project's intervention logic as illustrated in the results framework below:

FIGURE 1: SAFETI FOOD FOR PROGRESS RESULTS FRAMEWORK



C. Project Approach

SAFETI is principally implemented in the southwest area of Bangladesh, in four districts in the Khulna Region: Bagerhat, Jashore, Khulna and Satkhira. Within those districts, SAFETI's reach covers 10 *upazilas* where farmers produce shrimp (*Penaeus monodon* or Black Tiger Shrimp, locally referred to as "bagda") and prawn (*Macrobrachium rosenbergii* or Giant Freshwater Prawn, locally known as "golda"). The project also has a presence in the southeast area of Bangladesh in the Cox's Bazar District, where it worked with hatcheries that produce the young juvenile shrimp – referred to as "seed" or post larvae ("PL") that the farmers stock and grow-out in their ponds.

SAFETI has worked across the shrimp/prawn value chain to improve quality, quantity and traceability through adoption of best practices in production, post-harvest handling, and marketing.

SAFETI was originally composed of 11 Activities for implementation, but with the approval of USDA portions of Activity 8 were incorporated into Activity 7 and Activity 8 was eliminated.

Table A: SAFETI Objectives and Activities		
Strategic Objectives	Activities	
SO 1: Increase Agricultural Productivity	1	Inputs: Develop Agro-dealers and/or other Input Suppliers
	2	Financial Services: Facilitate Agricultural Lending
	3	Training: Improved Agricultural Production Technologies
	4	Capacity Building: Government Institutions
SO 2: Expand Trade of Agricultural Products	5	Capacity Building: Promote Improved Policy and Regulatory Framework
	6	Training: Sanitary and Phytosanitary Standards
	7	Training: Post-harvest Handling
	8	Infrastructure: Post-Harvest Handling and Storage
	9	Training: Improved Marketing and Branding
	10	Market Access: Facilitate Buyer-seller Relationships
	11	Capacity Building: Trade Associations

The project has provided direct support to 25,000 shrimp and prawn farmers with technical training in appropriate modern production technologies and practices, post-harvest handling/storage, and quality/sanitary standards.

To achieve this, SAFETI interested and capable smallholder farmers within the project area organize them into a group of ideally 25 farmers. The groups identified a ‘lead farmer’ who were particularly receptive to the appropriate modern technologies/practices promoted by SAFETI. Over the life of the project, SAFETI engaged 1,000 “demo/lead farmers” – who played a critical role in mobilizing 24,000 other farmers for technical training, and encouraging them to adopt these improved techniques.

The project worked with upstream value chain actors to support the manufacture/distribution of high-quality production inputs – as well as downstream actors to create demand-led infrastructure for training in post-harvest handling and quality.

D. Key Performance Indicators and Targets

SAFETI reports on sixteen (16) key performance indicators – of which eleven (11) are output indicators and five (5) are outcome indicators. USDA’s Monitoring and Evaluation Policy defines them as follows:

- **Output indicators** measure or quantify the products, goods, or services which directly result from the implementation of project activities (e.g. number of people trained). SAFETI has seven FFPr *standard* output indicators and four *custom* output indicators. Data on the output indicators are collected and managed using routine monitoring tools (e.g. attendance forms), maintained by the project’s MEL team using the DevResults data management system.
- **Outcome indicators** measure the intermediate effects of a project’s activity or set of activities and are directly related to the output indicators. Outcome indicators demonstrate the extent to which the project’s outputs led to a change in behavior or nature of stakeholders within the market system. Data on outcome indicators are collected through annual surveys of project beneficiaries to measure improvements in technology adoption, productivity, and sales. SAFETI has four FFPr *standard* outcome indicators and one *custom* outcome indicator.

SAFETI collected baseline information on these indicators. The baseline information enabled the project team to review and establish the annual targets for each indicator. The final target values were approved by USDA in Amendment III of the cooperative agreement signed with Winrock – and are summarized in the table below:

Table B: SAFETI Output and Outcome Indicators				
	Activities	Indicators	Life-of-Project Targets	Standard (SI) or Custom (CI)
Strategic Objective 1: Increase Agricultural Productivity				
1	Inputs: Develop Agro-dealers and/or other Input Suppliers	Number of input suppliers/dealers that sell or supply improved inputs/services because of USDA assistance	100	CI-3 (output)
		Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	300	SI-16 (output)
2	Financial Services: Facilitate Agricultural Lending	Number of individuals receiving financial services as a result of USDA assistance	6000	SI-4 (output)
		Number of loans disbursed as a result of USDA assistance	6000	SI-5 (output)
		Value of loans provided as a result of USDA assistance	\$1,050,000	SI-6 (output)
		Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	300	SI-16 (output)
3	Training: Improved Agricultural Production Technologies	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	26,300	SI-16 (output)
		Number of individuals benefiting directly as a result of USDA assistance	26,300	SI-17 (output)
		Number of Specific Pathogen Free and PCR screened Shrimp/PLs sold by hatcheries (millions)	1,235	CI-2 (output)
		Number of individuals benefiting indirectly as a result of USDA assistance	250,000	SI-18 (output)
		Average production of targeted commodities in kg per hectare in the targeted areas	500	CI-1 (outcome)
		Number of individuals who have applied new techniques or technologies as a result of USDA assistance	22,200	SI-2 (outcome)
4	Capacity Building: Government Institutions	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	300	SI-16 (outcome)
Strategic Objective 2: Expanded Trade of Agricultural Products				
5	Capacity Building: Promote improved policy and regulatory framework	Number of policies, regulations and/or administrative producedures in each of the following stages of development as a result of USDA assistance	5	SI-12 (output)
6	Training: Sanitary and Phytosanitary Standards	Value of sales by project beneficiaries [yearly value]	\$88,240,810 (for 25,000 farmers)	SI-13 (outcome)
7	Training: Post-harvest Handling	Volume of commodities (metric tons) sold by project beneficiaries ²	9,805	SI-14 (outcome)

		Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	200	SI-16 (output)
8	Infrastructure: Post-Harvest Handling and Storage	N/A		
9	Training: Improved Marketing and Branding	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	200	SI-16 (output)
10	Market Access: Facilitate Buyer-seller Relationships	Number of events to improve linkage between Buyers and Sellers	10	CI-4 (output)
11	Capacity Building: Trade Associations	Number of private enterprises, producer organisations, water users, women's groups, trade & business associations, & community-based organizations (CBOs) that applied improved techniques and technologies as a result of USDA assistance	1504	SI-7 (outcome)
		Number of capacity building events for trade associations	10	CI-5 (output)

During the project's third year, SAFETI commissioned an external firm to conduct a mid-term evaluation which aimed to measure the project's progress on these indicators – as well as the project's overall performance in line with USDA's evaluation criteria³. The contents of the report will be made available to the selected contractor along with other project documentation.

III. Final Evaluation: Purpose and Objectives

As stated in USDA's monitoring and evaluation policy⁴:

*The **purpose** of the final evaluation is to assess whether the project has achieved the expected results as outlined in the project-level results framework. The final evaluation should assess areas of project design, implementation, management, lessons learned, and replicability. It should seek to provide lessons learned and recommendations for USDA, program participants and other key stakeholders for future food assistance and capacity building programs.*

In general, it should assess:

- **Relevance:** *The extent to which the project interventions met the needs of the project beneficiaries and is aligned with the country's agriculture and/or development investment strategy and with USDA and US Government's development goals, objectives, and strategies. Relevance should also address the extent to which the project was designed taking into account the economic, cultural and political context and existing relevant program activities.*
- **Effectiveness:** *The extent to which the project has achieved its objectives. Effectiveness should also assess the extent to which the interventions contributed to the expected results or objectives.*
- **Efficiency:** *The extent to which the project resources (inputs) have led to the achieved results. An assessment of efficiency should also consider whether the same results could have been achieved with fewer resources or whether alternative approaches could have been adopted to achieve the same results.*

³ https://www.fas.usda.gov/sites/default/files/2019-06/fad_mande_policy_feb_2019.pdf

⁴ https://www.fas.usda.gov/sites/default/files/2019-06/fad_mande_policy_feb_2019.pdf

- **Impact:** Assessment of the medium and long-term effects, both intended and unintended, of a project intervention. Effects can be both direct or indirect and positive or negative. To the extent possible, the evaluation should assess the extent to which the effects are due to the project intervention and not other factors.
- **Sustainability:** Assessment of the likelihood that the benefits of the project will endure over time after the completion of the project. Sustainability should also assess the extent to which the project has planned for the continuation of project activities, developed local ownership for the project, and developed sustainable partnerships.

Findings, conclusions, and recommendations are intended for several target audiences:

- **USDA.** USDA will be provided with results data and findings that demonstrate the degree to which SAFETI has achieved all project goals and targets. These data, centered on the performance indicator results but supported with additional project results, budgetary information, and qualitative data, lessons learned and recommendations will assist USDA in its efforts to validate and demonstrate maximum value for money of the project and its activities, lasting and sustainable change in the target region, and the effectiveness of USDA's administrative systems. Additionally, SAFETI will seek to furnish USDA with as much data as possible to contribute to the Department's own institutional research and learning.
- **Local Stakeholders and Beneficiaries.** SAFETI's final evaluation will quantify the development achievements among project beneficiaries, the government of the Bangladesh, local implementing partners and partner associations – and provide important evidence to inform future interventions and growth in the sector.
- **Development Professionals and Technical Experts.** SAFETI's final evaluation will attempt to assist development professionals, technical experts by sharing best practices and lessons learned related to SAFETI's design, methodology, and critical assumptions.

IV. Final Evaluation: Scope of Work

The selected contractor will implement the assignment in accordance with the framework specified in sections A to F below:

A. Evaluation approach

Each of the evaluation objectives correlate to specific research questions to be addressed by the evaluation contractor. These are summarized in Table C (Below) – along with available data sources and proposed methodologies to be applied by the evaluation contractor. Evaluation activities will likely be carried non-consecutively and/or in tandem – which will be reflected in a work plan developed by the evaluation team at the start of the assignment.

Table B (above) summarized the output and outcome indicators to be assessed as part of the final evaluation. Table C (below) summarizes evaluation criteria and related research questions – along with data sources and the methodology to be applied by the evaluation contractor.

Table C		
Research Questions		Proposed methodology and data sources
Relevant	Was SAFETI's design and delivery aligned with USDA and USG development goals, objectives, and strategies?	<ul style="list-style-type: none"> • Desk review of: <ul style="list-style-type: none"> ○ USDA's Monitoring and Evaluation Policy

	Was SAFETI's approach aligned with the government of Bangladesh's agriculture and/or development investment strategy?	<ul style="list-style-type: none"> ○ Internal documentation and reporting⁵ ○ External resources and reporting⁶ (e.g. government policies, trade/export data) ● Stakeholder interviews with key government officials ● Qualitative technical analysis and reporting
	Did the package of improved production practices that SAFETI promoted to farmers propose a return on investment to farmers that was both compelling and achievable?	<ul style="list-style-type: none"> ● Literature review of: <ul style="list-style-type: none"> ○ SAFETI's technical production manual ○ SAFETI's crop budget ○ Available market information on input/labor costs ● Rapid market survey to validate assumptions in the crop budget ● Profit/loss review of the smallholder business model and sensitivity analysis – including case study of market fluctuations resulting from COVID-19 and unique impact
Effectiveness	To what extent has the project achieved its objectives as defined in the project's results framework and reporting indicators?	<p>Endline Performance Evaluation:</p> <ul style="list-style-type: none"> ● Confirm that the project has achieved <u>output targets</u> as reported from routine <i>monitoring systems</i> (e.g. annual production surveys) by: <ul style="list-style-type: none"> ○ reviewing SAFETI's systems for data collection and routine monitoring (e.g. DevResults database) ○ validating the accuracy of output results reported to date through a review of internal documentation and databases ○ identifying any additional data that may be necessary, and coordinating with project staff to obtain reliable source documents ● Confirm whether the project has achieved <u>outcome targets</u> as documented in routine <i>evaluation systems</i> and reporting by: <ul style="list-style-type: none"> ○ reviewing SAFETI's systems for routine evaluation (e.g. annual surveys and mid-term evaluation) and ascertain the extent to which the approaches/ methodologies were appropriate, comprehensive, and reliable. ○ designing a quantitative survey of direct beneficiaries and sampling methodology that complements/ supplements the data and

⁵ Winrock will provide the assessment team with a package of briefing materials, including: content from the project's cooperative agreement; the project monitoring plan (PMP); baseline study report; mid-term evaluation report; training reports; monthly and weekly update reports; semi-annual performance reports; technical reports; success stories; media releases and viewing access to the SAFETI DevResults Database Management System – to include beneficiary database, training records, MEL data collection tools and ArcGIS maps. Winrock will also share the names and contact information of subgrantees, key national, regional, and local Government agencies/units, and partners from the private sector.

⁶ e.g., Government statistics on production and export of shrimp and prawns, and information compiled by relevant business associations such as the Bangladesh Frozen Food Export Association (BFFEA) and the Shrimp Hatchery Association of Bangladesh (SHAB).

		<p>findings from routine evaluations – with a focus on the project’s five outcome indicators which focus primarily on results achieved among the project’s 25,000 direct beneficiaries.</p> <ul style="list-style-type: none"> ○ mobilizing the requisite tools, staff, and other resources to carry out the quantitative survey – with support from SAFETI project staff
	<p>To what extent did farmers who were indirectly engaged by the project report behavioral changes that aligned with project messaging related to shrimp/prawn production?</p>	<ul style="list-style-type: none"> • Review the project’s original assumptions and reporting about the scope/scale of the project influence among farmers indirectly engaged by the project. Of the 135,770 indirect beneficiaries reported to date, 80,263 of those were exposed to knowledge transfer interventions led by the project which were documented through attendance forms (with name, gender, location, and contact information). Design a quantitative survey and corresponding sampling methodology for the 80,263 people who were exposed to knowledge-transfer interventions – which for the purposes of this survey will include: <ul style="list-style-type: none"> ○ 71,893 participants at farmer field days; ○ 8,370 participants at community-based screenings of training videos • The survey should focus on several key questions such as: <ul style="list-style-type: none"> ○ Did indirect beneficiaries buy production inputs at one of the aqua-input suppliers supported by SAFETI? ○ Did indirect beneficiaries adopt a new technology or inputs brand? ○ Did indirect beneficiaries adopt a new pond management practice? ○ Did indirect beneficiaries witness an increase in yield?

		<ul style="list-style-type: none"> ○ Were indirect beneficiaries exposed to SAFETI's television outreach/training campaign?
Efficiency	What was the return on investment of USDA's funding in terms of increased economic activity (i.e. total cumulative value of incremental sales / total value of project budget)? In terms of farmer incomes? (i.e. total cumulative increase in farmer profits / total value of project budget)	<ul style="list-style-type: none"> • Technical analysis and visual modeling of validated project data – in relation to the total project budget (i.e. USDA investment)
	To what extent did government extension officers play a role in improving technical knowledge in their communities? How can they continue supporting the sector?	<ul style="list-style-type: none"> • On-site semi-structured interviews a of at least XX of the ~100 DoF <u>extension officers</u> and `100 Local Extension Agent for Fisheries (LEAF) engaged by the project
	Which specific interventions (e.g. pilots, innovations) delivered compelling results while requiring minimal resources in terms of cost or time (i.e. value for money)?	<ul style="list-style-type: none"> • Desk review of project-sponsored technical reports and research studies • Interviews with project staff, implementing partners (subcontractors/subgrantees), and sector stakeholders • Technical analysis of project investments (<i>based on internal accounting data</i>) and reported/potential benefits to the sector
Impact	Were farmers inclined to adopt certain improved production practices over others? What incentives (and disincentives) drive this behavior?	<ul style="list-style-type: none"> • Quantitative survey (integrated within <i>endline performance evaluation</i> process) • Stakeholder interviews with farmer group leaders and private sector partners throughout the value chain • Technical analysis and reporting
	To what extent did project-supported producer organizations improve service provision to members (e.g. bulk procurement of inputs, sharing of technical knowledge, collective marketing? Which of these services do members appreciate the most?	
	In what ways were women more/less likely to adopt improved production practices, access finance/credit, or engage in bulk sales? What incentives drive their decision-making?	
	Were there any unintended/ unanticipated consequences to the project's interventions and outcomes?	
Sustainability	Do last-mile <u>service providers</u> (e.g. input retailers) perceive an increase in demand for the high-quality inputs and modern production technologies promoted by SAFETI?	<ul style="list-style-type: none"> • On-site semi-structured interviews with: <ul style="list-style-type: none"> ○ XX of the 203 <u>aqua-input dealers</u> engaged by the project ○ XX of the 3 SPF shrimp <u>hatcheries</u> engaged by the project ○ XX of the 10 freshwater prawn hatcheries adopted some of the improved practices delivered through training? ○ XX of the 24 <u>nurseries</u> engaged by the project ○ 2 <u>feed manufacturers</u> engaged by the project ○ XX of the 12 <u>financial institutions</u> engaged by the project
	How many <u>seed producers/hatcheries</u> expect to continue to produce high-quality <i>specific-pathogen-free post-larvae</i> (SPF PL) after the end of the project?	
	How many <u>nurseries</u> will commit to selling only SPF PL?	
	Are domestic-based <u>manufacturers of shrimp feed</u> likely to continue producing high-quality feeds to meet growing demand among farmers?	
	Do <u>financial institutions</u> expect to continue making loans to smallholder farmers (and producer groups) for shrimp/prawn production?	

Lessons Learned	What lessons can be learned about managing private-public partnerships between local government unit departments and private sector?	
	What unique considerations should microfinance institutions take into account when designing loan products specifically for shrimp producers (such as those developed by SAFETI's microfinance partners)?	
	How could successful interventions have been optimized and/or scaled up during the project's implementation?	
	How did	
	In a value chain where market demand significantly exceeds available supply, what incentives encourage farmers to develop formal/structured/repeat supply relationships with buyers (traders and/or processors)?	

B. Evaluation Management and Logistical Considerations

The evaluation team will work closely with the Winrock SAFETI leadership (Chief of Party and Monitoring, Evaluation and Learning Manager) and the Winrock SAFETI home office staff (Senior Program Officer, Program Associate, and Director of Agriculture & Volunteer Programs, and AGILE unit representative) throughout the process.

Winrock SAFETI will:

- Review and approve the evaluation design, plan, data collection tools, and draft and final evaluation reports.
- Provide background documentation on the SAFETI project and access to the SAFETI DevResults database management system.
- Facilitate introductions to key stakeholders for interviews and other forms of data collection.
- Provide technical backstopping – including: provision of data/information requested by the contractor, and arrangements for interviewers to meet feed mills, agents, processors, hatcheries, government, etc.
- Manage in-country administrative/logistical/travel arrangements: Winrock will assign one or more administrative assistants to coordinate the consulting team's domestic air travel, vehicle rentals, hotel bookings, temporary working spaces, and support printing and photocopying.

Winrock will make available an administrative assistant/coordinator to arrange logistics and costs associated with field visits, local travel, hotel and appointments with stakeholders.

Consultants and the evaluation team are to supply their own computers/laptops and/or other hardware required for the assignment.

C. Timeframe

Phase I – Engagement: Inception meetings are expected to begin on or around 15 May 2021.

Phase II – Research and Data Collection is scheduled during May-July 2021, during which all of the evaluation team will be mobilized in Bangladesh. The Evaluation Team Leader is expected to be in-country during this entire 3-month period.

Phase III – Analysis and Reporting is scheduled during July-August. The Evaluation Team can be demobilized but the Evaluation Team Leader will need to remain “on-call” and able to engage the other team members as needed during this phase.

The entire assignment must be completed no later than 31 August 2021.

D. Deliverables

1. Inception Report and Work Plan

This report will summarize the agenda and conclusions of the inception meeting, which will involve the contractor, selected members of the SAFETI team, representatives from the Winrock home office, and perhaps USDA staff. During the meeting, the evaluation team will review and discuss the SOW in its entirety, clarify team member roles and responsibilities, prepare the work plan, develop data collection methods, review and clarify any logistical and administrative procedures for the assignment.

Based on the outcome of the inception meeting and report, the evaluation team will provide a revised work plan to the Winrock headquarters and the Chief of Party. Winrock will provide any necessary feedback or edits to the work plan, after which the evaluation team will have three days to submit a final version of the document.

The initial work plan will resemble the example illustrated in Table D (see below in *Section V – Proposal Requirements*) will include (a) a task timeline, (b) a description of the methodology to answer each evaluation question (Table 2), (c) team responsibilities, (d) document review process, (e) key informant and stakeholder meetings, (f) site visits, and (g) draft and final report writing. This draft work plan will be submitted to the Chief of Party no later than the 5th day after the evaluation team arrives in SAFETI office in Dhaka, Bangladesh. The work plan should include:

1. Description of Agreed Methodologies:

This deliverable will expand upon the analysis and approaches/methodologies proposed by the contractor in the technical proposal. It will serve as a guiding framework for the rest of the evaluation and will be included as an annex in the Final Evaluation Report.

The contractor will describe the data collection instruments to be applied and how they will be applied during the evaluation. After acceptance of the evaluation methodology and data collection instruments by SAFETI, the consultant will train survey enumerators, supervisors, interviewers, documenters and data encoders, for the sample survey data collection, as proposed in the SOW submission, and appropriate to the scope of work. The training may include the pre-testing of the instruments in select project sites.

2. Weekly Updates

The Evaluation Team Leader will provide a bulleted weekly email update to the SAFETI and Winrock headquarters (or any other designated evaluation Point of Contact) reporting on progress. Any delays must be communicated immediately to Winrock to allow quick resolution and to minimize any disruptions to the evaluation. Emerging opportunities to strengthen the evaluation should also be discussed with Winrock headquarters and the COP, as they arise.

3. Draft Evaluation Report

A *Preliminary Draft Evaluation Report* must be submitted to Winrock headquarters and COP within two weeks of completion of field-based activities. The report shall be in English, follow the format and structure of the USDA-approved template for evaluation reporting and will be expected to meet the standards set in the *evaluation quality checklist*. (see attached annexes)

The report should answer all the evaluation questions, and the structure of the report should make it clear how the questions were answered. The draft report must have well-constructed sentences that are presented in a way that clearly presents findings, conclusions and recommendations. The draft report must be of a high quality with no grammatical errors or typos. A report is high quality when it represents a thoughtful, well-researched and well-organized effort to objectively evaluate what worked in SAFETI, what did not work, and why.

Winrock will provide comments to the evaluation team within one week. A *Revised Evaluation Report* will then be submitted to Winrock headquarters and COP that incorporates responses to comments on the preliminary draft and offered in the event/workshop.

4. Final Evaluation Report

The evaluation team will submit the Revised Draft Evaluation Report to Winrock electronically in English. The report shall follow the format and structure of the USDA-approved template for evaluation reporting and will be expected to meet the standards set in the *evaluation quality checklist*. (see attached annexes) To the extent possible, all information that is compiled from field-based studies should be (i) provided in an electronic file in an easily readable format; and (ii) organized and fully documented for use by persons not fully familiar with the project or the evaluation.

Winrock will review and edit the Revised Draft Evaluation Report as needed, and engage the Evaluation Team Leader in this process. When completed, Winrock will submit this draft to USDA for their review and comments. Following receipt of these, Winrock will produce a Final Evaluation Report that incorporates responses to USDA's comments.

The Final Evaluation Report will be professionally formatted and submitted to USDA for publication in accordance with the USDA Monitoring and Evaluation Policy. Winrock shall provide a copy of the evaluation report that is free of personally identifiable information (PII) and proprietary information. Winrock will sign and return the USDA public evaluation disclosure statement with the final version of the evaluation report. Final versions of evaluation reports ready for publication should be accessible to persons with disabilities. For guidance on creating documents accessible to persons with disabilities, please see the following resources:

- <https://www.section508.gov/create/documents>
- <https://www.section508.gov/create/pdfs>

Copies will be distributed via email to partners and key stakeholders for free distribution. Hard copies will also be published and delivered to USDA's designees upon request. Upon completion of the

project, SAFETI reports will be archived in Winrock's home servers and will remain available upon request.

5. Summary Brief

A 2-3 page stand-alone brief describing the evaluation design, key findings and other relevant considerations. It will serve to inform any interested stakeholders of the evaluation and should be written in language easy to understand by non-evaluators and with appropriate graphics and tables.

E. Confidentiality, Anonymity, and Transparency

Confidentiality and anonymity are principles of evaluation as they are of all research involving human subjects. These can be safeguarded even where participation is broad, since they are principles that affect reporting and information dissemination. Increasingly, evaluations and "success stories" include the names and identities of key beneficiaries or other stakeholders – including photos; in these cases, the contractor should obtain informed consent before they are used in reports. The main objective is to ensure do no harm to informants and participants as result of their participation in evaluation and reporting.

F. Evaluation Team Composition

The evaluation team shall be composed of a technically-qualified, gender-balanced, and culturally-sensitive staff of professionals with proven experience working in rural agricultural communities.

Team Leader/Evaluation Specialist. The Team Leader will provide overall leadership for the team in Bangladesh, and s/he will draft the evaluation design, coordinate activities, arrange periodic meetings, consolidate individual input from team members, and coordinate the process of assembling the final findings and recommendations into a high-quality document.

S/he will lead the preparation and presentation of the key evaluation findings and recommendations to the COP/SAFETI, Winrock headquarters and major stakeholders. The evaluation Team Leader will report to the COP and designated Winrock Evaluation Manager and coordinate in the field with SAFETI staff as needed to acquire necessary information and contact local partners and key informants and facilitate site visits and other surveys. It will be the responsibility of the Evaluation Team Leader to ensure the communication and coordination needed for the survey to produce the field-based information needed for the evaluation.

Minimum qualifications include:

- a post-graduate degree in agricultural economics, agribusiness management, enterprise development, economics, or an applicable social sciences field – or 10+ of similar experience at the senior level
- a minimum of 20+ years of professional work experience in donor-funded development programming and/or economic development
- demonstrated experience leading at least two evaluations of projects with similar scope and complexity within the past 5-6 years
- extensive experience in conducting quantitative and qualitative evaluations and strong familiarity with business, market systems, value/supply chain development, and if possible cold chain development

- familiarity with USG regulations and systems, including Feed the Future performance monitoring guidance on gender policies and guidance, project management, budgeting, and financial analysis and reporting
- fluency in English and excellent communication skills – particularly writing.

Senior Experts/Analysts: The Team Leader will be supported by a multi-disciplinary evaluation team consisting of one or more members possessing a diverse and complementary set of technical capacities – preferably experience with:

- qualitative and quantitative approaches and methodologies for research and analysis;
- survey design – including experience creating data collection tools, calculating sample sizes and determining appropriate sampling methods, and working with large datasets;
- value chain analysis – particularly in input/output market systems in agriculture and aquaculture sectors
- technical research and/or work experience related to aquaculture, cold chain development, and marketing and trade development
- experience to work in a multicultural environment and to hire qualified field-survey personnel

Junior Field Staff: The evaluation team will be supported by a staff of junior-level enumerators and data collection agents – to be recruited and managed by the evaluation contractor.

V. Proposal Requirements

A. Eligibility

Local and international firms and organizations that are interested in implementing this assignment are encouraged to submit a proposal. An international applicant may engage a Bangladesh-based partner with insight into the local context, languages, and evaluation experience to support as a partner.

B. Proposal structure

Each proposal should be typed in 11-point font. Submissions must be in English and typed single-spaced. All pages must be numbered and include the RFP reference number and name of organization on each and every page.

The proposal submission should include each of the following sections in the specific order listed below in order to be considered for this consultancy:

C. Technical Proposal

The technical proposal (not to exceed 8 pages) shall include:

- **Organization Information (1 page):** The applicant shall list legal business name, authorized contact including address, phone number and email; proof of business registration. Briefly describe the history, vision/objectives of the organization, legal/registration status, and organizational structure. A photocopy of the organization's registration certificate and latest audited financial statement should be attached as an annex. This section should also state the organization's legal status in Bangladesh, if applicable.
- **Technical Experience and Past Performance References (maximum of 2 pages):** The applicant shall provide a summary of the organization's technical capacity to conduct monitoring and

evaluation in general – with particular focus on final evaluations and endline surveys. The applicant should include details of contracts, grants, or cooperative agreements involving similar or related assignments within the last six years. Reference information must include the location, a brief description of the scale and scope of work performed, total compensation value, and contact with current telephone numbers. *Winrock reserves the right to contact these projects as an organizational reference in the selection process.*

- **Sample Technical Output (Annexed/Attached):** The applicant shall include one or more examples of a report or deliverable submitted to a client that relates to monitoring, evaluation, or economic analysis.
- **Personnel and Team Composition (maximum of 2 pages):** The applicant shall list and briefly describe the names, qualifications, and functions of the proposed evaluation team. This must include at least three key personnel – a Team Leader and at least two other technical professionals. The Evaluation Team Leader must meet the qualifications and experience described in *Section IV, Part G – Evaluation Team Composition*. The skills and qualifications for other key personnel are subject to the applicant’s discretion. CVs of all three key personnel (not to exceed 5 pages for each) must be included as an annex to the technical proposal; up to three other CVs may be included for reference.
- **Analysis and Proposed Approaches/Methodologies (maximum of 2 pages):** Describe the underlying assumptions, conditions, and constraints that will inform the applicant’s approach and guiding principles for addressing the research questions laid out in Table C. Describe the proposed sampling methods for quantitative surveys and data collection. Explain the perceived risks related to the assignment and proposed actions to mitigate them.
- **Work Plan (maximum of 2 pages)** The applicant shall propose an activity-based work plan that is consistent with the timeline, technical approach, and methodology described in *Section IV: Scope of Work* – structured around key activities within the evaluation process. The work plan should follow the example illustrated by Table D; the contractor may feel free to modify/add activities.

Table D: Illustrative schedule of activity-based work plan						
Activities	Week 1	Week 2	Week 3	Week 4	Week 5	(Etc.)
Phase I - Engagement						
Inception Meeting						
Inception Report and Work Plan						
(Etc. as proposed by applicant)						
Phase II – Research and Data Collection						
Preparation of surveys and sampling methodology						
Training of enumerators						
Field-based collection						
Field-based interviews						
Data analysis						
Drafting of report						
Demobilization						

<i>(Etc. as proposed by applicant)</i>						
Phase III – Analysis and Reporting						
Collaborative editing of draft Evaluation Report						
Collaborative editing of final Evaluation Report						
<i>(Etc. as proposed by applicant)</i>						

- Proposed Level of Effort (1 page):** For the SOW response, the applicant shall propose the total number of person-days required at that skill level to fulfill each of the evaluation activities. (For example, if 10 enumerators will work for 10 days on data collection, then 10 people x 10 days = 100 person-days). *Table 2* presents an example of how to document activity-based effort across the team:

Table E: Illustrative schedule of activity-based level-of-effort for evaluation team members				
Activity Milestones	Team Leader	Senior Expert(s)	Junior Analyst(s)	Junior Field Staff
Phase I – Engagement				
Inception Meeting	<i>## person-days</i>	<i>## person-days</i>	<i>## person-days</i>	<i>## person-days</i>
Inception Report				
Work Plan Development				
<i>(Etc. as proposed by applicant)</i>				
Phase II – Research and Data Collection				
Preparation of surveys and sampling methodology				
Training of enumerators				
Field-based collection				
Field-based interviews				
Data analysis				
Drafting of report				
Demobilization				
<i>(Etc. as proposed by applicant)</i>				
Phase III – Analysis and Reporting				
Collaborative editing of draft Evaluation Report				
Collaborative editing of final Evaluation Report				

<i>(Etc. as proposed by applicant)</i>				
TOTAL DAYS:				

D. Financial Proposal:

The applicant shall propose a realistic cost estimate for this assignment, including a line-item budget and budget narrative that justifies expenses. The budget shall include only those costs that can be directly attributed to the activities proposed (with explanation of line items).

As noted in Section IV, Part B: Winrock will directly manage in-country administrative/logistical/travel arrangements and related payments for the contractor, including: domestic air travel, vehicle rentals, hotel bookings, temporary working spaces, and support printing and photocopying. Accordingly, bidders should not include such costs in their proposed budget.

An example financial budget is given below in **Table F**.

If applicable, the overall cost of the contract for this consultancy is subject to deduction of taxes based on applicable provisions of the Bangladesh Taxation System.

Table F: Illustrative summary line-item budget				
Line item	Description	Per Unit Cost	Number of Units	Total Cost
1	Team Leader	<i>Insert daily rate</i>		
2	Senior Expert(s)			
3	Junior Analyst(s)			
4	Junior Field Staff (enumerators)			
5	Miscellaneous costs <i>(list these by items)</i>			
6	Miscellaneous costs <i>(list these by items)</i>			
Total Cost including applicable VAT and tax, and others cost as per country law				

VI. Evaluation Criteria

Proposals must clearly demonstrate alignment with the SOW described above with an adequate level of detail.

A Proposal Evaluation Committee designated by Winrock, will review the technical and financial proposals, assess, score and rank them according to the technical (Table 6) and financial (Table 7) evaluation criteria shown in the tables. The proposals will be scored according to the points shown for each criterion. The technical proposal will carry 70% weightage (Technical Pass Mark is 50%), and the financial proposal will carry 30% weightage. As a part of the evaluation process, the bidder may be

interviewed/asked for a presentation on the submitted proposal by the Proposal Evaluation Committee. Only firms/consultants that obtain more than 50 points in the technical proposal will have their financial proposal reviewed.

Technical Proposal

The technical evaluation criteria and allocated points are (Table G):

Table G: Technical evaluation criteria		
No.	Technical Criteria	Points
1	Experience of the Team Composition (composed of 1a, 1b, 1c)	25
1a	Minimum of 5 years of demonstrated experience in designing and conducting baseline and similar studies in a relevant agricultural development sector, particularly one related to aquaculture. Demonstrated knowledge of related value chains and actors.	5
1b	Knowledge of USG (USDA or USAID) performance monitoring systems, conducting evaluations or assessments preferably for the development sectors noted above in criterion 1a.	5
1c	Team Leader and Other Team Member previous experience in similar assignments, as described in this scope of work.	15
2	Experience of Survey Design, Data Collection, Data Analysis and Findings (composed of 3a, 3b, 3c)	30
2a	Demonstrated experience handling multiple datasets (using existing data and gathering new data),	5
2b	Appropriateness and quality of proposed approaches/methodologies	20
2c	Experience with data analysis and drawing out key findings, conclusions and recommendations.	5
3	Evaluation Planning and Management	15
3a	Proposed work plan activities and timeframe.	10
3b	Verified references.	5
Total technical points (1 + 2 + 3)		70

Financial Proposal

The financial proposal shall include a calculation of total compensation based on the level-of-effort described and the daily rates proposed for the various positions.

All other direct costs (e.g. travel, logistics, materials, etc.) will be negotiated with the applicant after selection based on the LOE and daily rate criteria.

The financial evaluation criteria and allocated points are (Table 5):

Table 5: Financial evaluation criteria		
No.	Financial Evaluation Criteria for Selection	Points
1	Sufficiency, reasonableness and competitiveness of summary budget and cost.	5
2	Sufficiency, reasonableness and accuracy of detailed expenditures including per unit cost, with budget per unit cost budget clearly defined in USD.	20
3	Budget explanation and justification of costs.	5
Total financial Points (1 + 2 + 3)		30

VII. Guidelines, Terms and Conditions for Application

Date	Action
29 March 2021	Solicitation released: https://winrock.org/safeti-rfq/
11 April 2021	Deadline for submission of questions to Winrock. Questions shall be submitted to: WI.SAFETI@winrock.org
13 April 2021	Winrock sends full anonymous list of questions received with responses. Questions/responses posted at https://winrock.org/safeti-rfq/
23 April 2021 (5:00pm Dhaka time)	Deadline for submission of proposal to: Email address: WI.SAFETI@winrock.org

Instructions to Bidders

- Submission should not include any zipped files.
- Winrock International may request additional documentation after the proposal deadline.
- Winrock will review submitted proposals after the closing date.
- Winrock may conduct in-person or remote interviews with applicants under consideration.
- Winrock reserves the right to consult the applicant's provided references of prior clients, included in the experience section of the proposal.
- Winrock reserves the right to negotiate with the bidders.
- The selected consultant will be notified within 2 weeks of the submission deadline.
- Winrock will work with the selected consultant to develop a contract with final Scope of Work, budget and timeline.
- Validity of bid: 30 days starting from the submission date.
- Technical and financial proposals must be submitted as separate attachments.
- Complete banking information will be requested following award.
- Winrock reserves the right to make changes or cancel this solicitation.
- Agreement will be offered on a **fixed price basis** (but a detailed budget is required for analysis).

SAFETI reserves the right to fund any or none of the applications submitted. The following **terms and conditions** are intended to help the applicant make a knowledgeable and complete response. They include financing options, contract length, renewal options, warranties, delivery penalties and service levels. Proposals must conform to the following requirements:

- Must agree to the general provisions outlined. Any variations must be requested in the bid submission and agreed to before a purchase order is issued.
- No minimum order requirements may be made by a bidder.
- Winrock International will not consider advance payment.
- A bidder may withdraw or change a bid if written notice of the withdrawal or change is received by Winrock before the deadline to receive bids. Any changes may be made only by substitution of another bid.
- Bids received after the time specified in the request for bids will not be considered and will be returned to the respondent.
- Final payment by Winrock will not be made until acceptance of all work carried out and reports have been completed by the Winrock program team.
- Winrock reserves its rights to reject any services and to cancel all or any part of this contract if

a bidder fails to deliver all or any part of the services described in the request for bids. If a bidder ceases to conduct its operations in the ordinary course of business or is unable to meet its obligations, Winrock may cancel this order without liability except for deliveries previously made or for goods covered.

VIII. Certification of Independent Price Determination

By submitting a proposal:

(a) The offeror certifies that—

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered;

(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated or competitive solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern or individual to submit or not to submit an offer for the purpose of restricting competition or influencing the competitive environment.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory—

(1) Is the person in the offerors organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the principals of the offeror in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; (ii) As an authorized agent, does certify that the principals of the offeror have not participated, and will not participate, in any action contrary to subparagraphs

(a)(1) through (a)(3) above; and (iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through

(a)(3) above.

(c) Offeror understands and agrees that –

(1) violation of this certification will result in immediate disqualification from this solicitation without recourse and may result in disqualification from future solicitations; and

(2) Discovery of any violation after award to the offeror will result in the termination of the award for default.

IX. General Provisions

1. **Independent Organization.** Vendor shall be an independent organization and shall not claim to be an agent, officer, or employee of Winrock International and shall not have authority to make any commitments on behalf of Winrock International, except to the extent that such authority shall be expressly conferred by Winrock International in writing.
2. **Insurance.** Vendor shall maintain comprehensive general liability and automobile liability insurance coverage to cover itself for all activities undertaken under this Purchase Order.
3. **Publicity.** No advertising or publicity having or containing any reference to Winrock International, or in which the name of Winrock International is mentioned, shall be used by Vendor without the written approval of Winrock International. Vendor shall not use Winrock International's logo or title block on any correspondence or written matter without the written approval of Winrock International.
4. **Communication with the Funding Agency.** All contact, communication and dealings with the Funding Agency and its agent and representatives by Vendor and any of its personnel, consultants, or Vendors, on matters subject to this Purchase Order shall be through or approved by Winrock International.
5. **Terms of Payment.** Subject to any superseding terms on the face hereof, Vendor shall invoice Winrock International at address and contact listed on Purchase Order and be paid upon completion/acceptance of the required supplies/services. Vendor shall be paid no later than thirty (30) days unless otherwise negotiated in terms and conditions of the Purchase Order after Winrock's receipt of an acceptable invoice or Winrock's receipt of the completed products/services, together with any required documents. Drafts will not be honored.
6. **Compliance with Law.** Vendor's performance of work hereunder and all products to be delivered hereunder shall be in accordance with any and all applicable executive orders, Federal, State, municipal, and local laws and ordinances, and rules, orders, requirements and regulations. Such Federal laws shall include, but not be limited to, the Fair Labor Standards Act of 1938 as amended. Unless otherwise agreed, governing law shall be that of the State of Arkansas.
7. **Assignment Prohibited.** Vendor may not assign or Subcontract any part of the activities described in the Purchase Order without the prior written consent of Winrock International. Where such prior written consent is given, it shall not relieve the Vendor of any of its responsibilities under this Purchase Order.
8. **Indemnification.** Vendor hereby agrees to indemnify, hold harmless, and defend each and every Winrock Indemnified Party from and against any and all Claims arising out of, relating to, or in connection with (i) any injuries (including death) to persons and for damage or loss to property caused by, arising out of, or relating to Vendor performing the Contract Work or otherwise providing of any goods and/or services covered by this Agreement in whatever manner and by whomever the same may be caused; (ii) any wrongful act, omission, misconduct, or violation of Laws by Vendor or by any agent, servant, or employee of Vendor or any Vendor and any party retained by any Vendor; (iii) any negligent, wanton, willful, or intentional act or omission of or by Vendor, any Vendor, anyone directly or indirectly employed or retained by any of them, or anyone

for whose acts any one of them may be liable under any Law; (iv) any breach of Warranty; and (v) any breach or violation by Vendor of, or default by Vendor with respect to, any other terms and conditions of this Agreement or Vendor's duties, obligations, and responsibilities under this Agreement. The indemnity provided in this Section is intended for the benefit of Winrock and each Winrock Indemnified Party. Vendor's indemnification obligations will in no way be limited by the limitation on amount or type of damages or by any compensation or benefits payable by or for Vendor or any Vendors, under any worker's compensation act, employer liability act, disability act, or other employee benefit act. The indemnification provided in this Section will survive the expiration or termination of this Agreement.

9. Title and Risk of Loss. Title to and risk of loss of, each product and/or service to be delivered/provided hereunder shall, unless otherwise provided herein, pass from Vendor to Winrock upon acceptance of such product/service by Winrock.
10. Stop Work Order. Winrock International's contracting authority may at any time before acceptance of the order by the Vendor, by written order to the Vendor require the Vendor to stop all, or any part, of the work called for by this purchase order for a period of 90 days after the order is delivered to the Vendor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Vendor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage. Within a period of 90 days after a stop work order is delivered to the Vendor, or within any extension of that period to which the parties shall have agreed, the Winrock International contracting authority shall follow the guidelines as described in FAR 52.242-15.
11. Debarment and Suspension. In accepting this Agreement, the Vendor certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any US Federal department or agency. Any change in the debarred or suspended status of the Vendor during the life to this Agreement must be reported immediately to Winrock. The Vendor agrees to incorporate the Debarment and Suspension certification into any lower-tier award that they may enter into as part of this Agreement.
12. Termination. Winrock International shall have the option to terminate this Purchase Order in the event of termination of the Prime Agreement by the Funding Agency for whatever reasons. In the event of such termination, Vendor shall be entitled to receive all supporting funds as described herein for those expenditures justifiably incurred to the time of termination of this Purchase Order, including commitments which cannot be reversed or mitigated, to the extent that said funds are available to Winrock International under its Prime Agreement.

Either party shall have the option to terminate this Purchase Order if either party fails to perform its obligations under this Purchase Order and fails to cure any such default in performance within thirty (30) days unless otherwise noted in Purchase Order Terms & Conditions after written notification by the other party thereof. In the event termination is due to fault of Vendor, Winrock International may hold it liable of reimbursement for expenses incurred due to said fault and of any penalties, damages or interest which are incurred by Winrock International as a result of said fault; provided that Winrock International delivers adequate documentation to Vendor evidencing the expenses, penalties, damages, or interest which have been incurred. Any such expenses may be deducted

from any sums due to Vendor, and Vendor shall promptly pay any deficiencies upon demand of Winrock International.

In the event of termination of this Purchase Order, Vendor shall, upon receipt of notification of termination, immediately take all steps required to minimize additional costs incurred during the termination of performance hereunder.

13. **Applicable Law.** This purchase order shall be enforced in accordance with the body of law applicable to procurement of goods and services by the Federal Government. To the extent that Federal law does not exist, the laws of Arkansas shall apply. By accepting this agreement Vendor agrees to waive any rights to invoke the jurisdiction of the local national courts where this contract is performed.
14. **Drug Trafficking.** Winrock reserve the right to terminate this purchase order to demand a refund or take other appropriate measures if the Vendor is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.
15. **Disputes.** Any disputes arising out of this Purchase Order or from a breach thereof shall be submitted to arbitration in Little Rock, Arkansas, and the judgment upon the award rendered by the arbitrators may be entered in any court having jurisdiction thereof. The arbitration shall be held under the standard form of the Rules of the American Arbitration Association.
16. **Liens.** Vendor agrees to deliver/provide the products/services which are the subject-matter of this order to Winrock free and clear of all liens, claims, and encumbrances.
17. **Access to Accounting Records.** Vendor agrees that Winrock International, the Funding Agency, or any of their duly authorized representatives, shall have access to any books, documents, papers and records of the Vendor which are directly pertinent to the services provided hereunder, for the purpose of making audits, examinations, excerpts and transcriptions upon prior written request and during normal business hours.
18. **Confidential Information.** The Vendor may become privy to confidential information either provided by to the Vendor by Winrock International or discovered by the Vendor without the knowledge of Winrock International. The Vendor agrees to treat such information as confidential and to use such information only for the purposes of carrying out the scope of work under this agreement. The Vendor further agrees that such information will not be disclosed to any third party without the prior written consent of Winrock International and return to Winrock International all original and copies of such information upon completion of this agreement or whenever requested by Winrock International, whichever occurs first. No news release, public announcement, denial or confirmation of any part of the subject matter of this agreement shall be made without the prior written consent of Winrock International. The restrictions of this article shall continue in effect upon completion or the parties may mutually agree upon termination of this Agreement for such period of time as in writing. In the absence of a written established period, no disclosure is authorized.
19. **Intellectual Property.** Unless otherwise provided for in the Primary Contract, if Vendor first conceives of, actually puts into practice, discovers, invents, or produces any intellectual property subject to patent or copyright exclusively in connection with Vendor's performance pursuant to the Purchase Order (the "Intellectual Property"), it shall report that finding to Winrock International. Vendor shall also assist Winrock International in obtaining governmental protection for rights in the

intellectual property. Winrock International shall retain ownership of all patents and copyrights for intellectual properties created as the result of this Vendor Agreement, either in part or in whole. In the case of copyrighted materials created as a result of this Vendor Agreement, Winrock International shall grant to Vendor a nonexclusive, royalty-free right to use, publish, reproduce or distribute those materials for educational purposes.

20. **Work Product Presumptive Property.** All writings, books, articles, computer programs, databases, source and object codes, and other material of any nature whatsoever, including trademarks, trade names, and logos, that is subject to copyright protection and reduced to tangible form in whole or in part by Vendor in the course of Vendor's service to Winrock shall be considered a work made for hire, or otherwise Winrock property. During this agreement and thereafter, Vendor agrees to take all actions and execute any documents that Winrock may consider necessary to obtain or maintain copyrights, whether during the application for copyright or during the conduct of an interference, infringement, litigation, or other matter (Winrock shall pay all related expenses). Vendor shall identify all materials in which Vendor intends to exempt from this provision prior to the use or development of such materials.
21. **Affirmative Action.** Unless this Purchase Order is exempted by rules, regulations or orders of the Secretary of Labor, Vendor agrees to comply with the provisions of paragraph 91) through (7) of Part 202 of Executive Order 11246, as amended; the affirmative action for handicapped workers clause set forth in 41 CFR 60-741.5; and the affirmative action for disabled veterans and veterans of the Vietnam era clause set forth in 41 CFR 60-250.4, which are by reference incorporated herein.
22. **Force Majeure.** Vendor's failure to perform the terms and conditions of this Purchase Order, in whole or in part, shall not be deemed to be a breach or a default hereunder or give rights to any liability to Winrock International if such failure is attributable to any act of God, riot, public enemy, fire, explosion, flood, drought, war, sabotage, an action by governmental authorities or any other condition beyond the reasonable control.
23. **Rights in Data.** The Vendor understands and agrees that Winrock may itself and permit others, including government agencies of the United States and other foreign governments, to reproduce any provided publications and materials through but not limited to the publication, broadcast, translation, creation of other versions, quotations there from, and otherwise utilize this work and material based on this work. During the agreement and thereafter, Vendor agrees to take all actions and execute any documents that Winrock may consider necessary to obtain or maintain copyrights, whether during the application for copyright or during the conduct of an interference, infringement, litigation, or other matter (all related expenses to be borne by Winrock). The Vendor shall identify all materials it intends to exempt from this provision prior to the use or development of such materials. The Vendor shall defend, indemnify, and hold harmless Winrock against all claims, suits, costs, damages, and expenses that Winrock may sustain by reason of any scandalous, libelous, or unlawful matter contained or alleged to be contained in the work, or any infringement or violation by the work of any copyright or property right; and until such claim or suit has been settled or withdrawn, Winrock may withhold any sums due the Vendor under this agreement.
24. **United States Executive Order 13224 – Anti Terrorism.** The Vendor is reminded that U.S. Executive Orders and U.S. Law prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Vendor to ensure compliance with these Executive Orders and laws. This provision must be included in all

lower-tier awards and will flow down into task orders issued under this IQC. A list of individuals and organizational names that are the subject of this Executive Order can be found at the web site of the Office of Foreign Assets Control (OFAC) within the U.S. Department of Treasury. The address of this web site is <http://treasury.gov/ofac>.

25. Computer Software Licenses. Vendor agrees to specifically identify to Winrock International any and all computer software licenses ("including shrink-wrap") as may convey to the Winrock International. The Vendor agrees that any and all computer software developed in the performance of this order using Winrock International monies shall, unless otherwise agreed, become and remain the property of Winrock International.
26. Anti-trafficking in Persons Directive. Vendor acknowledges that WI International is opposed to human trafficking, prostitution, and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. None of the funds made available under this Agreement may be used to engage in trafficking in persons or to promote, support, or advocate the legalization or practice of prostitution. Nothing in the preceding sentence shall be construed to preclude assistance designed to ameliorate the suffering of, or health risks to, victims while they are being trafficked or after they are out of the situation that resulted from such victims being trafficked.
27. Conflict of Interest. Vendor must establish safeguards to prevent employees, consultants, or members of governing bodies from using their positions for purposes that are, or give the appearance of being, motivated by a desire for private financial gain for themselves or others such as those with whom they have family, business, or other ties. Each Subcontracting institution receiving funds must have written policy guidelines on conflict of interest and avoidance thereof. These guidelines should reflect country and local laws and must cover conflict of interest situations regarding financial interests, gifts, gratuities and favors, nepotism, and other areas such as political participation and bribery. Winrock International must be informed of any conflict of interest or appearance of conflict of interest by the recipient. If organizational or management systems cannot be structured to neutralize such conflict, Winrock International may choose to terminate the relationship with the Vendor.
28. No Improper Payments: Vendor agrees and represents that, in connection with its performance hereunder, it has not and will not make any payments or gifts or any offers or promises of payment or gifts of any kind, directly or indirectly, to any official of any government, government agent, government instrumentality or to any political candidate. This agreement will become null and void if the recipient organization makes any such offer, promise, payment or gift in connection with performance of this agreement.
29. Insurance & Work on Winrock's or Winrock's Client Premises. When Vendor performs work on Winrock's premises during the performance of this order, the Vendor agrees to maintain General Liability Insurance in the amount of at least \$500,000 per claim/occurrence unless otherwise noted in the Purchase Order Terms & Conditions and such other insurance as may be required in writing by the Winrock Client. Vendor, however, shall maintain adequate insurance coverage against claims arising from injuries sustained by Vendor on Winrock's facilities and agrees to be liable for all damages & claims arising against Winrock for which the Vendor is responsible.

30. U.S. Export Control Laws. Vendor shall at all times comply fully with all United States export control laws and regulations as they apply to any goods, software, or information, or the direct product of such information, provided under this Agreement. Vendor shall not at any time sell, deliver, or divert any goods other than in strict compliance with all applicable U.S. export control laws and regulations.
31. Liquidated Damages. If the Vendor fails to deliver the supplies or perform the services within the time specified in this agreement, Winrock may require that Vendor pay, in place of actual damages, liquidated damages in the amount of one percent (1%) unless noted in the Purchase Order Terms & Conditions of the agreement value for each day of delay. If Winrock terminates this agreement in whole or in part for default, as provided under section 11 above, Vendor is liable for liquidated damages accruing until such time that Winrock reasonably obtains delivery or performance from another Vendor. These liquidated damages shall be in addition to any excess costs for re-purchase. Vendor will not be charged with liquidated damages when delay of delivery or performance is beyond the control and without the fault or negligence of the Vendor.
32. Entire Purchase Order. The Purchase Order document and all attachments incorporated therein represents and constitutes the entire Purchase Order between parties and shall not be explained, modified, or contradicted by any prior or contemporaneous negotiations, representations, or agreements, either written or oral. Only a written instrument signed by each party may amend this Purchase Order.
33. Waiver. A waiver of a breach of any provision of this Agreement shall not constitute a waiver of any subsequent breach of that provision or a breach of any other provision of this Agreement. The failure of Winrock to enforce at any time or from time to time any provision of this Agreement shall not be construed as a waiver of any of Winrock's rights or the Vendor's duties.
34. Severability. If any provision or any portion of a provision of this Agreement shall be finally determined to be superseded, invalid, illegal, or otherwise unenforceable pursuant to any applicable legal requirements or court order, such determination shall not impair or otherwise affect the validity, legality, or enforceability of the remaining provision or portion of the provision hereunder, which shall remain in full force and effect as if the unenforceable provision or portion were deleted.
35. Clauses Incorporated By Reference. Work performed under this Agreement is pursuant to a contract or grant from the U.S. Government, or other funding sources, and all relevant flow-down clauses from the contract or grant shall be deemed to be incorporated in this Agreement: (a) in such manner as to make the Vendor subject to those clauses, as applicable; and (b) to the extent necessary to enable Winrock International to perform its obligations under the contract or grant and to enable the funding source to enforce its rights hereunder. This agreement incorporates the following FAR, and agency regulations (AIDAR) as applicable. To the fullest extent that these clauses flow-down or apply to the Vendor, they are incorporated herein by reference with the same force and effect as if they were given in full text. Where appropriate and applicable under these clauses, reference to the "Government" shall be interpreted to mean "Winrock International" and "Vendor" to mean "Vendor."
36. Laws and regulations within the General Provisions apply to all purchase orders. Special provisions that apply to a specific purchase order activity can be found in the Terms and Conditions section of

this agreement. It is the responsibility of the vendor to read and accept the terms and conditions included in the purchase order.

X. Annex A: USDA Evaluation Report Template (PVO 508 Compliant)

(See below)

<This document is a template for evaluators to use when drafting evaluation reports for USDA-funded International Food Assistance Projects. The purpose of this document is to improve the accessibility and quality of evaluation reports. Evaluators should follow the formatting of this document (e.g. heading styles, tables of content), as it complies with most Section 508 requirements. While evaluators are encouraged to review and comply with the content suggestions, USDA understands that project's unique circumstances may require deviation from what is outlined here.

For more information on how to make documents accessible, please visit [section508.gov](https://www.section508.gov).

*Before submitting your report, **please remove all italicized text and comments.**>*



INSERT PHOTO HERE

[COUNTRY] [Program] Project

[Evaluation Type]

[Date Published]

[Title of Evaluation Report]

Program: McGovern-Dole International Food for Education and Child Nutrition

Agreement Number: [XXX]

Funding Year: Fiscal Year 20[XX]

Project Duration: [AGREEMENT PERIOD]

Implemented by: [PVO]

Evaluation Authored by: [EVALUATION FIRM]

[NAME OF EVALUATION TEAM LEADER(S) WHO
WILL BE LISTED AS REPORT AUTHORS WHEN PUBLISHED]

DISCLAIMER: This publication was produced at the request of the United States Department of Agriculture. It was prepared by an independent third-party evaluation firm. The author's views expressed in this publication do not necessarily reflect the views of the United States Department of Agriculture or the United States Government.

<All reports should have a table of contents to help readers quickly navigate the document. The table should be created using Word’s Table of Content’s feature under the “References” tab. This will ensure that page numbers are automatically updated and help make the document is accessible when converted into a pdf.

Note that for the table function to work, and for the document to be accessible, you must use proper heading styles. To do this, go to the “Home” tab in Word. In the “Styles” section of the ribbon, you should select “Heading 1” for section headings, “Heading 2” for subheadings, Heading 3 for sub-sub headings, etc. This document is already structured using proper headings and can be used as an example.>

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<Adding a separate list of figures and list of tables is optional, though encouraged. As with the table of contents, this table will auto populate if you use proper captioning via the Ribbon and picture formatting. This is explained later in the document.>

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I. List of Acronyms

<i>Acronym</i>	Full Term
<i>DEC</i>	Development Experience Clearinghouse
<i>FFPr</i>	Food for Progress
<i>FY</i>	Fiscal Year
<i>SOW</i>	Statement of Work
<i>USDA</i>	U.S. Department of Agriculture

II. Executive Summary (Not to exceed 4 pages)

<The Executive Summary should summarize the key sections of the full report without adding new information. The Executive Summary should ideally be no more than three to four pages.>

A. Project Background and Purpose

<Briefly describe the project and its activities, along with any other contextual information that is important to understanding the project. Then describe the overarching purpose of the evaluation and how the findings are expected to be used to inform decisions.>

B. Evaluation Questions, Design, Methods and Limitations

<This section lists the Evaluation Questions and describes the overall design, specific data collection and analysis methods linked to the evaluation questions, and limitations of the data, methods, or other issues that affected the findings.>

C. Findings and Conclusions

<This section should report those findings based on evidence generated by the evaluation data collection and analysis methods. Findings should be fact-based and not rely only on opinion, even of experts. Conclusions are drawn directly from findings and help summarize the “so what” of the findings. Several findings can lead to one or more conclusions. Whenever possible, data should be presented visually in easy to read charts, tables, graphs, and maps to demonstrate the evidence that supports conclusions and recommendations.>

D. Recommendations

<This section should clearly list the evaluator’s recommendations for the project. For the Executive summary, a few sentences per recommendation is sufficient. More detail will be provided in the full Recommendations section later. >

1. Introduction and Purpose

1.1. Project Context

<This section should briefly describe the context in the country or region that the project is being implemented. This should include any social, political, demographic, institutional, or gender equality factors that are relevant to this project. Ultimately, this section should give the reader a basic understanding of the problem that the project is intended to solve and obstacles in the way of solving the problem(s).>

1.2. Project Description

<This section should describe the project and include:

- *Project activities and implementation strategy.*
- *Location(s) of project activities.*
- *Target Population.*
- *Stakeholder roles and contributions to the project.*
- *Project status (e.g. year one of a four-year project, year four of a four-year project, etc.).*
- *Project budget.>*

1.3. Results Framework

<Include the following information in the Results Framework section:

- *Project's theory of change*
- *Results Framework graphic (could also be put in an annex)*
- *Critical assumptions>*

1.4. Purpose of the Evaluation

<The section describing the purpose of the evaluation should include:

- *The type of evaluation (baseline, midterm, final, special, etc.).*
- *The basic purpose of the evaluation (e.g. establishing a baseline, measuring impact of an intervention, etc.).*
- *Any previous evaluations related to the project.*
- *The intended audience of the evaluation.*
- *How the evaluation findings will be used by the PVO/implementor.*
- *How the evaluation informs the program's broader Learning Agenda (linked below).*
 - [*McGovern-Dole Learning Agenda*](#)
 - [*Food for Progress Learning Agenda*](#)>

2. Evaluation Design and Methodology

2.1. Evaluation Questions

<List the evaluation questions in the context of relevance, effectiveness, efficiency, impact, and sustainability (note, these should have been outlined in the Statement of Work/Terms of Reference). Explain how these questions align with the project's strategic objectives and results.

[Within these five categories, there should be evaluation questions that investigate if the interventions contributed to equity for marginalized populations, particularly women and girls. There should also be questions that explore potential unintended consequences of the project.]>

2.2. Evaluation Design

<This section of the report should give a description of the overall design/approach used for this evaluation. The reader should get a sense of what the evaluators did and why, without getting into the detailed calculations that will be discussed in the next section. Items that should be included are:

- The type of evaluation e.g. impact evaluation (experimental or quasi-experimental design), non-experimental performance evaluation, needs assessment etc.).*
- How culturally appropriate participatory methods were incorporated into the design.*
- How ethical standards regarding all participants, especially at-risk populations, were incorporated into the evaluation design.]>*

2.3. Sampling methods

<This section describes the basic sampling strategy that was used during the evaluation. It should give the reader the information necessary to judge the validity of the samples. Information that should be included either here or in an annex include:

- The sampling frame*
- Rationale and mechanics of participant selection for sample*
- Number of participants selected out of potential subjects*
- If the evaluation utilizes counterfactual/control groups, describe the selection criteria for those groups. There should be enough detail for a reader to determine whether the groups provide a valid comparison.*
- Limitations of the sample*
- Minimum detectable effect*
- Confidence level]>*

2.4. Data Collection Methods

<This section describes the data collection methods and instruments (both qualitative and quantitative) and analysis tools that were used in the evaluation. The actual instruments themselves (e.g. full surveys and interview guides) should be included in the annexes. Items that should be discussed here are:

- Level of precision required (quantitative methods)*

- *Value scales or coding used (qualitative analysis)*
- *Level of participation*
- *Description of how collections tools were developed/adapted to be relevant to local stakeholders and culturally appropriate*
- *Empowerment of stakeholders through the evaluation process*
- *Reliability of the data*
- *How the data collection methods were design to collect gender related data, including adequate sex disaggregated data and questions reflecting gender issues.>*

2.5. Data Analysis Methods

<While the other sections described how the data was collected, this section describes how those data are analyzed. Common methods of analysis include regressions, difference-in-difference calculations, interview coding, etc. It should be clear how these methods are linked to each of the evaluation questions and why they are appropriate to answer those questions.>

2.6. Evaluation Limitations

<Outline key limitations of the evaluation (for example: lack of baseline data; selection bias as to sites, interviewees, comparison groups; seasonal unavailability of key informants; contamination of control groups, etc.) and how these were mitigated.>

3. Findings

<Findings are empirical facts based on data collected during the evaluation and should not rely only on opinion, even of experts. It should report both qualitative and quantitative data, and also report on the project's key performance indicators (a table with the results of all performance indicators should be included in an annex).

The findings should also consider the possibility of unintended side effects of the intervention. This could include an analysis of how project interventions affected various segments of the population differently (e.g. different affects based on sex, gender, socio-economic status, age, etc.).

Impact evaluations that aim to identify causal attribution should report the results of statistical analysis in the findings section or an annex. Depending on the type of impact evaluation design and model approach, the information that accompanies the results can vary. However, it is standard practice in the field to report a few key elements of statistical results. This includes:

- 1. Coefficients and standard errors for the dependent and independent variables.*
- 2. R^2 - coefficient of determination.*
- 3. Root Mean Squared Error.*
- 4. Statistical significance of equation (F-test) and estimates (t-test) or corresponding p-values.*
- 5. A description or interpretation of the results.>*

4. Conclusions

<Describe the conclusions of the evaluation. Clearly explain how the logic behind the conclusions correlate with actual findings. Conclusions should be substantiated by findings consistent with data collected and methodology used and ultimately answer the Evaluation Questions. If conclusions are tentative, clearly identify the details of what is known and what can be plausibly assumed. Ensure the conclusions add value to the findings. Do not highlight simple conclusions that are already well known and obvious.>

5. Recommendations

<Recommendations should be relevant to the project, Terms of Reference (TOR), and objectives of the evaluation and formulated clearly and concisely. Describe how the evidence and analysis provide the basis for the recommendations. Recommendations must be specific and actionable, prioritized to the extent possible, and include responsibilities and a timeframe for their implementation. They should also take into account gender and other intersectional issues, as relevant.>

III. Annexes

<All relevant annexes should be part of the report. Annexes that are required for USDA evaluations are:

- *Bibliography*
- *Table of indicator data (including targets and actuals)*
- *Results Framework (if not included in body of text)*
- *Data collection instruments*
 - *Questionnaires*
 - *Interview guides*
 - *Observation protocols*
 - *Sampling tools*
- *Terms of Reference/Statement of Work for the evaluation*
- *Conflict of Interest form(s)*
- *Key elements of statistical results (required for impact evaluations)*

Note that USDA requires evaluators to submit a version of the report free from personally identifiable information (PII). Items that should NOT be included in the Annexes (or anywhere in the report) include:

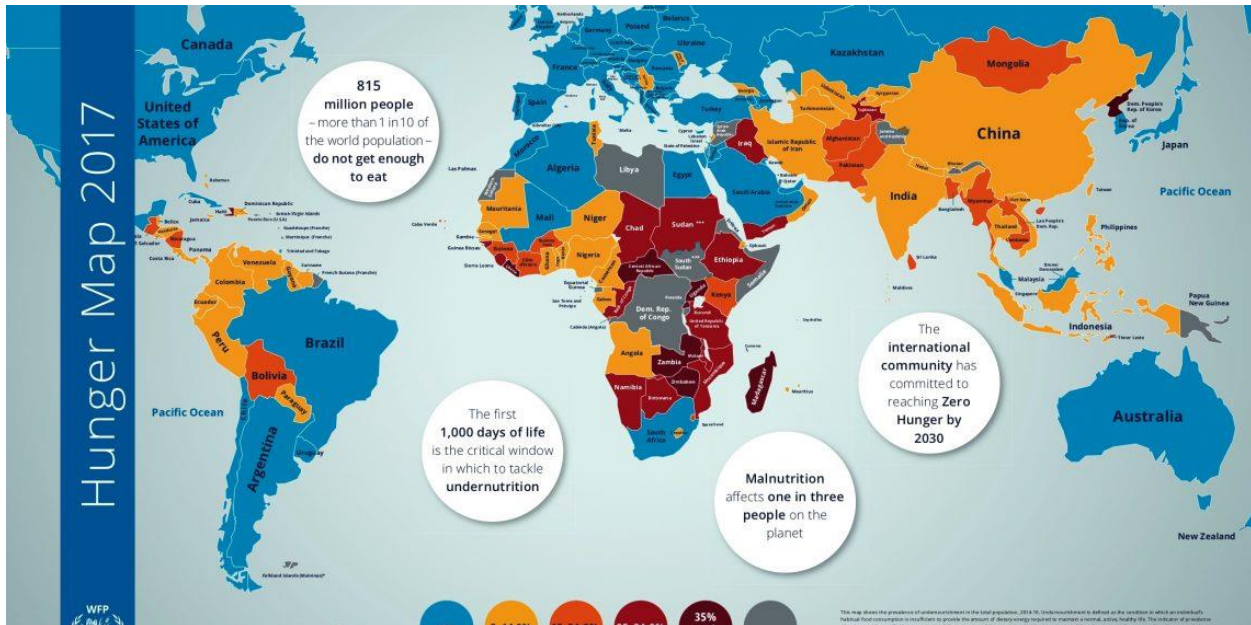
- *List of participants and/or people interviewed for evaluation.*
- *Names, email addresses, phone numbers, addresses, or similar information linked to individuals*

For a more detailed description of potential PII, please see FAS's PII Guidance Document.>

<Remember to continue using proper sub-headings in this section to ensure that the table of contents updates correctly. See the non-exhaustive examples below.>

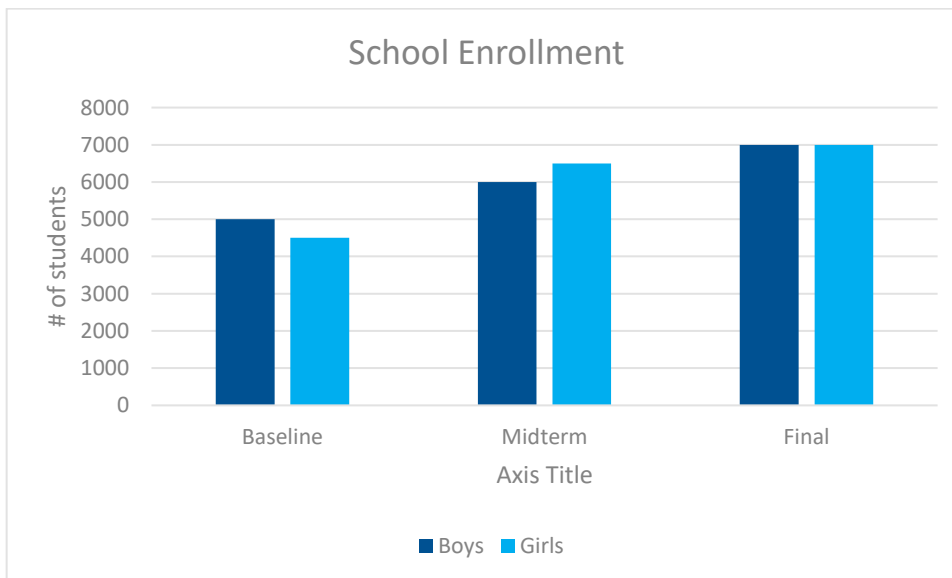
A. Annex 1: Figure Formatting

Figure 1: Example of Correctly Formatted Picture



Source: World Food Programme

Figure 2: Accessible Graph Example



B. Annex 2: Table Formatting

Table 1: Accessible Example – School Attendance

Gender	Baseline	Midterm	Final
Boys	5000	6000	7000
Girls	4500	6500	7000

This simple table does not have split or merged cells and has “Repeat Header and Row” selected, making it accessible.

Table 2: Inaccessible Example – School Attendance

	Baseline		Midterm		Final	
	Boys	Girls	Boys	Girls	Boys	Girls
# regularly attend	4000	3500	5000	6000	6500	6800
# enrolled	5000	4500	6000	6500	7000	7000
% regularly attending	80%	78%	83%	92%	93%	97%

This table has merged cells and is therefore inaccessible in Word. To remediate, save the table as an image and add alternative text (like with figures) that describes the “bottom line” of what the data is saying.