

# Request for Proposals (RFP) Baseline

## Supporting Victims of Violence (SVOV)

### Jamaica

The Supporting Victims of Violence (SVOV) Activity is a four (4) year program implemented by Winrock International and funded by the United States Agency for International Development (USAID).

Winrock International seeks proposals from qualified firms with strong experience conducting evaluations on knowledge, attitudes, and practices (KAP) surveys and complementary qualitative data collection (interviews and focus groups); experience working in Jamaica is required, with experience on violence response and prevention programming strongly preferred. Qualified parties are those that have been involved in similar projects in the past, particularly within the last five (5) years.

Interested parties may send their proposals as outlined here within.

Winrock International will be responsible to make all final versions of the evaluation (i.e., baseline report) publicly available. The selected offeror shall provide a copy of the baseline report that is free of personally identifiable information (PII) and proprietary information. The selected offeror is responsible to ensure the final version of the baseline report is ready for publication and accessible to persons with disabilities.



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| Cooperative Agreement                                      | 72053223CA00001   |
| Country  | Jamaica   |
| Geographic Code  | 937   |
| Issue Date   | <b>15 September 2023</b>  |
| Title  | Baseline  |
| Issuing Office & Email Address for Submission of Proposals | Supporting Victims of Violence (SVOV), Winrock International<br>Email: Dr. Charlene Coore Desai, Chief of Party ( <a href="mailto:Charlene.Desai@winrock.org">Charlene.Desai@winrock.org</a> ), copying Winrock International Home Office AGILE support Stephanie Lillegard ( <a href="mailto:Stephanie.Lillegard@winrock.org">Stephanie.Lillegard@winrock.org</a> ). |
| Deadline for Questions/ Proposals Submission <sup>1</sup>  | Questions Due Date:<br><b>Thursday, 21 September 2023 by 5:00 PM Jamaica time</b><br><br>Notification of responses to bidders' questions:<br><b>Tuesday, 26 September 2023</b><br><br>Proposal Due Date:<br><b>Friday, 29 September 2023 by 5:00 PM Jamaica time</b>  |
| Point of Contact   | Dr. Charlene Coore Desai, Chief of Party<br><a href="mailto:Charlene.Desai@winrock.org">Charlene.Desai@winrock.org</a>  |
| Anticipated Award Type                                     | Purchase Order  |

## Introduction

The Supporting Victims of Violence (SVOV) Activity aims to strengthen the ability of the Government of Jamaica (GOJ) and local civil society actors to support victims of violence in Jamaica. SVOV builds on previous United States Agency for International Development (USAID) activities in Jamaica and establishes close coordination with other U.S. Government (USG) programming to leverage additional resources, magnify impact, and avoid overlap. The Activity will deliver a comprehensive, complementary package of support that includes expanding services for victims, witnesses, and perpetrators, alongside efforts to strengthen the organizational capacity of and coordination among key government ministries, departments and agencies (MDAs) and civil society organizations (CSOs).

Winrock International is seeking a firm with a presence or local partner in Jamaica to conduct a baseline evaluation to establish the baseline for project monitoring and evaluation (M&E) efforts.

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<sup>1</sup> Submission should not include any zipped files. Winrock International will review submitted proposals after the closing date and may request additional documentation after the proposal deadline.

## Scope of Work

### 1. Project Background

Winrock International is a global nonprofit organization that provides sustainable solutions for an interconnected world. Working with partners in the United States and more than 55 countries, Winrock integrates deep expertise in agriculture, economic development, social science and the environment to offer scalable solutions that increase prosperity while protecting our planet. Through generous support from USAID, Winrock International will implement the SVOV Activity along with “backbone” partners (BP) Eve for Life (EFL) and RISE Life Management Services (RISE Life). The 4-year (48 month), \$9.9 million U.S. Dollars (USD) SVOV Activity is designed to be community-led, survivor-informed, and tailored to the intersectional challenges faced by individuals affected by violence. The Activity emphasizes sustainable solutions by pairing direct service provision with structured capacity strengthening of local entities. SVOV aims to strengthen awareness of and access to trauma-informed services for survivors, witnesses, and perpetrators of violence, leading to shifts in attitudes and increased resilience to the risk factors faced by youth, families, and communities that make them susceptible to crime and violence. Complementing these direct services, the Activity will strengthen the capacity of the GOJ, non-governmental organizations (NGOs), and CSOs enabling these actors to provide quality support services and to foster coordination in hotspot communities. Across project activities, SVOV will promote services that are trauma-informed and tailored to survivors, witnesses, and perpetrators, utilizing survivor-informed locally driven outreach and behavior change methods. Together, these complementary components will strengthen the ecosystem of actors and efforts to address interpersonal and collective violence in Jamaica, especially in hot spot communities and zones of special operation (ZOSO).

The SVOV Activity aims to strengthen the capacity of key local actors and anticipates reaching the following entities: the GOJ including 3 MDAs, 2 NGOs (the project BPs), and an anticipated 15 CSOs including community-based organizations (CBOs). Through these efforts, SVOV aims to directly reach over 4,300<sup>2</sup> survivors, witnesses, and perpetrators between the ages of 10-29 with priority given to hotspot and ZOSO geographic areas. The target age group is a priority among the above-mentioned national initiatives due to their rates of exposure and their unique potential to disrupt the cycle of generational violence. Since a key driver of violence is also the unequal status of women, children, youth, elderly, persons with disabilities, and members of the lesbian, gay, bisexual, transgender, queer, intersex plus (LGBTQI+) community, SVOV will prioritize access to support services, among these marginalized groups. Meanwhile, central to the SVOV strategy is behavior change which seeks to stem cycles of interpersonal and collective violence. The project will therefore also target men and boys as key change agents within their homes and communities. Beyond direct participants, the Activity estimates it will indirectly reach other members of the community<sup>3</sup> including family members of participants and others who benefit from the improved capacity of the GOJ, NGOs, and CSOs beyond the activities directly implemented or delivered by the SVOV Activity.

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<sup>2</sup> This figure includes direct SVOV beneficiaries reached by the BPs. Additional targets (i.e., those reached by the participating CSOs) will be updated pending the baseline, situational analysis, and CSO selection.

<sup>3</sup> Indirect beneficiary projections will be also determined based on the baseline, situational analysis, and CSO selection.

### *Theory of Change*

The SVOV Theory of Change states **IF** the project expands survivors' and witnesses' access to integrated direct services (Objective 1) **AND** strengthens GOJ and civil society institutional capacity to support victims, witnesses, and perpetrators affected by the cycle of violence through coordinated and effective interventions to address and prevent interpersonal and collective violence (Objective 2) **THEN** it will strengthen existing local government and civil society efforts to support victims of interpersonal and collective violence in hotspot communities (Goal). The SVOV Activity has adopted a cross-cutting approach to improve gender equality and social inclusion (GESI) in awareness, prevention, and protection services embedded within all components. The consortium developed the SVOV Theory of Change **BECAUSE** our contextualized experience, established relationships with key actors (local government and civil society), and industry best practices demonstrate that comprehensive approaches which pair direct service models alongside capacity strengthening of local actors, networks, and efforts yield more lasting, impactful results.

The project-level Theory of Change is underpinned by the following Objective-level theories of change:

- **IF** attitudes and behaviors towards violence improve **AND** there is increased availability of, access to, and demand for trauma-informed services **THEN** the project will expand survivors' and witnesses' access to integrated direct services.
- **IF** the GOJ and NGOs each have increased capacity (technical and management) to provide quality, trauma informed protection services **AND** multi-stakeholder coordination improves, supported by improved data collection, analysis, and use **THEN** the project will strengthen the GOJ and civil society institutional capacity to support victims, witnesses, and perpetrators affected by the cycle of violence.

### *Results Framework*

The Results Framework below illustrates graphically the logical relationships among SVOV project goal, objectives, and intermediate results (IR), capturing the rationale through which the program is designed to achieve its intended results. We will measure our performance to ensure that our activities are producing these desired results and objectives through our AMELP which integrates realistic and attainable indicators to: monitor performance; ensure adherence to data collection and management procedures; integrate learning and adaptive management; support performance evaluation; and collect beneficiary feedback. Each of these elements are described below and together comprise the SVOV AMELP.

**GOAL: Strengthen existing local government and civil society efforts to support victims of interpersonal and collective violence in “hot spot” communities**

**Obj 1:** Expand survivors' and witnesses' access to integrated direct services

**Obj 2:** Strengthen GOJ and civil society institutional capacity to support victims, witnesses, and perpetrators through coordinated and effective interventions to address and prevent interpersonal and collective violence

**IR 1.1**  
Improved attitudes and behaviors towards violence

**IR 2.1**  
Increased capacity of GOJ to provide quality trauma-informed protection services

**IR 2.2.**  
Increased technical capacity of NGOs to provide quality trauma-informed protection services

**IR 1.2**  
Increased access to and demand for trauma-informed services

**IR 2.3**  
Improved multi-stakeholder coordination for SVOV response

**IR 2.4**  
Improved data collection, analysis, and utilization for effective SVOV response

**Cross-Cutting: Improved gender and social inclusion in awareness and protection services activities**

**ASSUMPTIONS:**

- The GOJ prioritizes violence prevention and response and implements laws and policies.
- The GOJ and other mandated service providers have the capacity to take on additional incidents of violence when reported.
- Jamaican communities remain safe enough for the implementation of SVOV activity's outreach activities.
- The outcomes and impacts for survivors and witnesses from services provided by backbone partners and CSOs are aligned with contributing to the desired community-level, long-term outcomes.
- The SVOV activity's capacity strengthening methods ultimately will guide participants to implement and operate the best practices.

## 2. Objective

SVOV's Monitoring, Evaluation, and Learning (MEL) team is conducting a baseline evaluation to map the contextual landscape within which the Activity will be implemented and to establish benchmark values against which SVOV impacts will be monitored and assessed. Specifically, the SVOV Activity has identified the following objectives:

- establish baseline values of the indicators to track progress and performance through the life of the project; this includes baseline values of key outcome and impact indicators for comparison against the same values to be collected in final evaluation; the project also intends to conduct a light midterm review as a checkpoint before the final evaluation.
- establish benchmarks for counterfactuals to later measure impact (e.g., the logical framework and key assumptions upon which the Activity's Theory of Change is built);
- help review and refine program targets;
- help review and refine the Theory of Change, as needed based on the baseline results;
- identify anticipated challenges that may occur during project implementation;
- provide actionable recommendations to project design and implementation team;
- verify and/or acquire data for indicators that are unavailable or outdated.

## 3. Guiding Evaluation Questions

The SVOV Activity has identified the following key evaluation questions. These are intended to guide the evaluation design and are not intended to be an exhaustive list of information needs. During the start-up of the consultancy, the selected offeror is expected to work closely with the SVOV MEL Specialist and the COP to validate these questions, identify sub-questions, etc. Those guiding questions are as follows:

1. To what extent is the target population, including members of marginalized groups, knowledgeable about the availability and accessibility of resources and services that are available for survivors, witnesses, and victims of violence? (X-Cutting Indicator 1)
2. What are the perceptions of the target population, including members of marginalized groups, regarding the availability, accessibility, and quality of resources and direct services for survivors, witnesses, and victims of violence? (Impact Indicator 0.1, Outcome Indicator 1.1, and X-Cutting Indicator 1)
3. To what extent is the target population, including members of marginalized groups, utilizing resources and services intended for survivors, witnesses, and victims of violence? (X-Cutting Indicator 1)
4. What are the practices and behaviors of the target population towards violence, including reporting incidents of violence, utilizing conflict resolution services and use of violence protection services? (Intermediate Result (IR) Indicator 1.1.1)



## 4. Methodology

Winrock International anticipates that the baseline will employ mixed methods to collect the required information to fulfil its objectives listed above. The following data collection modes are expected to be used and validated at the start of the consultancy.

- A household (beneficiary-based) survey to measure knowledge, attitudes, and practices (KAP) on interpersonal and collective violence, protection services, and the incidence of violence through a survey of a representative sample of potential beneficiaries; see more on sampling design below. Winrock International anticipates the KAP survey will be a structured questionnaire collecting quantitative information, with supplemental qualitative data, where appropriate and as agreed with the SVOV team. Data collected from this survey will establish baseline values for key indicators as detailed in the Performance Indicator Summary Table in **Annex 3**. This survey will also establish baseline values for outcome performance indicators for the intervention group.
- Focus group discussions will be used as part of the above baseline components to gather the views of groups of demographically-similar participants—in terms of gender, age, location, etc.—to help review and refine program targets and to identify anticipated challenges and opportunities that may occur during implementation.
- Key informant interviews will be utilized as part of the above baseline components to help review and refine program targets and to identify anticipated challenges that may occur during implementation.
- Secondary data will be collected to verify and/or acquire data for indicators that are unavailable or outdated.

Collected data will include demographic and parish information; gender disaggregation; disability status; as well as any other information required for the indicators. A full list of SVOV performance indicators requiring a baseline value and relevant disaggregates is available in **Annex 3**. This list includes, at minimum, the defining variables and detail required of the baseline evaluation. The SVOV Activity team will provide the performance indicator reference sheets (PIRS) to the selected offeror upon award. Note, during the same start up period, Winrock International will concurrently lead a situational analysis and gender analysis. The selected offeror will be expected to coordinate closely with SVOV staff to ensure these efforts are complementary.

## 5. Sample and Setting

Over the past decade, there has been a growing epidemic<sup>4</sup> of violence in Jamaica, that undermines the resilience of families and whole communities. Interpersonal violence (i.e., towards family, friends, etc.) is widespread and often has the greatest impact on already vulnerable groups including children, the elderly, people with disabilities, and women. Meanwhile, collective violence—wherein a particular group of people is targeted—is also pervasive. The lesbian, gay, bisexual, transgender, queer, intersex plus (LGBTQI+) community experiences high levels of

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<sup>4</sup> Bourne, et. al., 2023. [A Quantitative Probe into Violent Crimes Committed in Jamaica from 2010 to 2022](#).



violence including physical assaults, mob attacks, and home invasions, while also facing discrimination by healthcare and other service providers.<sup>5</sup>

Against this backdrop, youth are especially vulnerable to violence as they can be exposed at home, in their schools, and in the community. This exposure places them at increased risk not only to experience or witness violence, but also to use or perpetrate violence. Thus, the SVOV Activity aims to directly reach over 4,300<sup>6</sup> survivors, witnesses, and perpetrators between the ages of 10-29 with priority given to hotspot and ZOSO geographic areas. The target age group is a priority across national initiatives both due to their rates of exposure and also due to their unique potential to disrupt the cycle of generational violence. Similarly, the project will ensure intentional targeting and adaptation of approaches to promote engagement of men and boys (youth) as key change agents within their homes and communities who are often overlooked in programming. The SVOV Activity aims to reach these target groups through a combination of direct service implementation led by BPs EFL and RISE Life, coupled with tailored and comprehensive institutional capacity strengthening of key actors including GOJ, BPs, and other CSOs.

Thus, the baseline evaluation should consider the following disaggregation groups, in accordance with the SVOV MEL Plan and the detailed PIRS; these documents and other relevant components of the AMELP will be furnished to the selected offeror upon award.

- Sex – male, female, choose not to identify
- Age group – 10-14 years, 15-19 years, 20-24 years, 25-29 years.
- Geographic location – parish, and rural or urban
- Type of violence – to be defined
- Sexual orientation<sup>7</sup> – self-identifying as part of the LGBTQI+ community, self-identifying as not part of the LGBTQI+ community, or choose not to identify
- Disability status – self-identifying as a person living with a disability or self-identifying as person not living with a disability
- Type of organization – Educational institutions (higher education, secondary, primary); research institutions (non-degree granting); cooperatives (formal and registered private sector firm); producer groups (informal, unregistered); faith-based organizations; governmental agencies (national or sub-national levels); health organizations (including service delivery, advocacy, professional associations, etc.); private sector firms (excluding cooperatives); and non-governmental and not-for profit organizations.
- Capacity dimension – to be defined

During baseline planning and in close coordination with the SVOV Activity team, the offeror will

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<sup>5</sup> Human Rights Watch, 2014. [Not Safe at Home: Violence and Discrimination against LGBT People in Jamaica](#).

<sup>6</sup> This figure includes direct SVOV beneficiaries reached by the BPs. Additional targets (i.e., those reached by the participating CSOs) will be updated pending the baseline, situational analysis, and CSO selection.

<sup>7</sup> Given the sensitivity of requesting information on sexual orientation, respondents may opt out of this question (across indicators), e.g., by selecting ‘decline to respond.’

be expected to prepare a sampling plan that is to include a description and justification of the sampling technique and the proposed respondent selection process. The sampling plan—in particular, the communities to be included in the sample—is to be informed by a preliminary selection of communities done by the SVOV team in collaboration with the BPs. This selection will be based on available data and agreed upon criteria (e.g., JCF hotspots, ZOSO status, existing GOJ programs, UWI Center for Criminal Justice and Security Data, location, access to services, etc.). In detail, the sampling plan document should include all of the following elements:

For elements of the study that require sampling:

- The offeror should clearly articulate a sampling strategy for all components of the study. This sampling strategy should be clearly tied to and appropriate for the research methods proposed, and the requirements to include a sampling strategy are not limited to quantitative data collection
- For elements of the study that require *random sampling*, the offeror should show the equation used for the sample size calculation and the parameters used in the equation. The sample size should be calculated so that the prevalence estimates can be presented with 95% confidence intervals with a Margin of Error of 5%, and be representative of the targeted population at the country level. The offeror should factor in survey weights if needed. The type of random sample (e.g., simple, stratified, cluster) should be specified, along with the expected design effect if not utilizing a simple random sample.
- The offer should explain the source of the information for the sampling frame, e.g., census lists or other national or internationally sponsored surveys and an indication of the reliability and date of the sampling frame information.
- The offer should explain the approach to collect data, including an approach for dealing with refusals to participate in the survey.

The offeror shall collaborate with the SVOV Activity team to develop appropriate data collection tools and methodology for conducting the baseline study in each of the selected communities. The offeror will then be expected to take the primary lead in providing local expertise in the design phase, actual enumeration, and data collection during implementation in the field, data analysis and interpretation, and drawing conclusions regarding the results of the assessment.

The SVOV's MEL Specialist will oversee the baseline study in coordination with experts of Winrock's Home Office, Chief of Party (COP), and other team members. Final methodology, timeframe and instruments will be finalized in collaboration with the SVOV team.

## 6. Roles and Responsibilities

The selected offeror will be responsible for some or all the following activities, to be agreed upon with the SVOV Activity team at the outset of the consultancy:

- **Collect data** with an inclusive perspective including collection of socio-demographic data and disaggregation by gender, age, and disability. The offeror will be responsible for

creating an enabling environment for female and male, youth and adult participation.

- **Review relevant documents**, including project documents (e.g., the AMELP) and other secondary literature and/or secondary data as agreed with the SVOV MEL team.
- Develop a **detailed evaluation plan** including evaluation study design, sampling protocols, data collection tools, data analysis plans, quality assurance plan etc.) and timeline for the execution of the evaluation tasks (preferably a Gantt chart with work breakdown structure).
- Pilot all **survey questionnaires and tools**.
- **Hire a field team** (supervisors and data collectors), preferably recruiting experienced staff with similar research exercises in country.
- Prepare a **field manual** for training, then train data collectors.
- **Arrange all fieldwork logistics**.
- **Oversee data collection** and any required **data entry or transcription**, using appropriate quality control measures and supervision
- Consolidate survey **data into a database**, exportable into a SVOV-prescribed MS Excel template. Ensure anonymity of data, human subject research concerns (Do No Harm - dignity, right, safety, and privacy concerns), and confidentiality.
- **Present initial findings and recommendations** (drawn from their own conclusion, free from organizational or political pressure) to the SVOV MEL team, SVOV senior management, and Winrock Home Office.
- Prepare a **draft report** using the outline provided. Please refer to the report outline in **Annex 2**; the offeror is required to validate this outline with the SVOV Activity team at the outset of the consultancy and may only make revisions to that outline with prior consent from Winrock International.
- Prepare a **revised report** that incorporates the feedback provided by the SVOV Activity and USAID, as applicable.
- Submit a **final baseline report** in English to Winrock International, adhering to donor specified branding and marketing requirements for this Activity.
- Submit **information and data** to the SVOV Activity. Data and information deliverables include any knowledge, information, data (structured and unstructured), or analyses collected/ developed under this assignment.
- **Submit all the documents** related to the study (filled questionnaires, electronic versions of the collected data, transcripts, coded qualitative (interview/focus group) data, training manual, fieldwork logs, etc.) to the SVOV Activity.
- Hold **weekly status** calls with SVOV Activity team.
- Prepare a **research brief** on any identified ethical issues and how they were addressed.

- Prepare a **2-3-page stand-alone brief** describing the evaluation design, key findings and other relevant considerations that will serve to inform any interested stakeholders of the final evaluation and should be written in language easy to understand by non-evaluators and with appropriate graphics and tables.
- Upon request, **present final findings** to the Winrock International SVOV Activity team; at Winrock's discretion the SVOV Activity team may invite the donor to attend.

The SVOV Activity MEL team is responsible for all of the following activities:

- Provide access to relevant project documents (e.g., the AMELP), examples, templates, internal MERL policies, and donor requirements.
- Ensure that the contractor receives timely feedback on evaluation study design, all data collection tools, sampling strategy, and other methodological components.
- Inform partners and stakeholders about the Baseline Evaluation.
- Provide a complete list of:
  - Standard and customized Indicators (SI and CI, respectively);
  - Implementing partners and government partners, as available.

The SVOV Activity MEL team is supported by a designated member of Winrock International's Analytics, Gender, Inclusion, Learning, and Evaluation (AGILE) team. The AGILE point of contact is responsible for all of the following activities:

- Lead solicitation, procurement, negotiations, and award of the baseline study contract.
- Provide existing resources and research materials in addition to those listed above, as necessary.
- Review deliverables.

## General Instructions to Offerors

Offerors wishing to respond to this RFP must submit proposals in English in accordance with the following instructions. Offerors must review all instructions and specifications contained in the RFP. Failure to do so will be at the offeror's risk. Issuance of this RFP in no way obligates Winrock to award a purchase order or agreement. Offerors will not be reimbursed for any costs associated with preparation of submission of their proposal. Winrock shall in no case be responsible or liable for these costs.

Submission to Winrock of a proposal in response to this RFP constitute an offer and indicates the offeror's agreement to the terms and conditions of this RFP and any attachments hereto. Winrock reserves the right not to evaluate a non-responsive or incomplete proposal.

## Submission Details

### 1. Proposal Submission Deadlines

Proposals must be received no later than before the date and time indicated on page three of this RFP. Late submissions will not be accepted. Winrock International may request additional documentation after the bid deadline. Winrock will review all submitted proposals after the closing date and may conduct in-person or remote interviews with candidates under consideration.

### 2. Questions Submission Deadline

Inquiries/questions must be received no later than the date and time indicated on page three of this RFP and must be submitted via e-mail to Dr. Charlene Coore Desai, Chief of Party ([Charlene.Desai@winrock.org](mailto:Charlene.Desai@winrock.org)), with the AGILE support focal point also Stephanie Lillegard in copy ([Stephanie.Lillegard@winrock.org](mailto:Stephanie.Lillegard@winrock.org)).

### 3. Proposal Structure & Required Documentation

Offerors must submit 2 sets of proposals, including a technical proposal and cost proposal in separate files, with all sections of the proposal labeled clearly. Each proposal should be typed in 12-point Arial 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 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:

#### *Technical Proposal*

The technical proposal (maximum of 14 pages, not counting annexes) shall include:

- **Section 1: Offeror Information (1 page):** The offeror shall list legal business name, authorized contact including address, phone number and email; proof of business registration. Firms should also use this section to briefly describe the history, vision/objectives of the organization, legal/registration status, and organizational structure.
- **Section 2: Analysis and Proposed Approaches/Methodologies (maximum of 5 pages):** Describe the underlying assumptions, conditions, and constraints that will inform the offeror's approach and guiding principles to evaluation. Describe the proposed approaches and methodologies for addressing the Evaluation Questions. Describe the proposed sampling methods for quantitative surveys and data collection. This section should include information on how both quantitative and qualitative data will be analyzed, including the software to be used and the analytical approach taken (e.g., will inductive or deductive coding be used for qualitative analysis?); explain the perceived risks related to the assignment and proposed actions to mitigate them. This should also outline any ethical considerations including issues of consent/assent and plans for protecting human subjects.
- **Section 3: Work Plan (2 pages maximum)** The offeror shall propose an activity-based work plan that is consistent with the timeline, technical approach, and methodology described in the Scope of Work and should be in the style of a Gantt chart. **Table 1** below provides an example work plan which the offeror can modify according to their process.

**Table 1: Illustrative activity work plan**

| Activity Milestones                            | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | (Etc.) |
|--|--------|--------|--------|--------|--------|--------|
| <b>Phase I - Engagement</b>                    |        |        |        |        |        |        |
| Inception Meeting                              |        |        |        |        |        |        |
| Inception Report                               |        |        |        |        |        |        |
| Work Plan Development                          |        |        |        |        |        |        |
| <i>(Etc. as proposed by offeror)</i>           |        |        |        |        |        |        |
| <b>Phase II – Research and Data Collection</b> |        |        |        |        |        |        |
| Work Plan approval                             |        |        |        |        |        |        |
| Preparations and training                      |        |        |        |        |        |        |
| Field work (surveys)                           |        |        |        |        |        |        |
| Field work (discussions, interviews)           |        |        |        |        |        |        |
| Data analysis                                  |        |        |        |        |        |        |
| Drafting of report                             |        |        |        |        |        |        |
| Demobilization                                 |        |        |        |        |        |        |
| <i>(Etc. as proposed by offeror)</i>           |        |        |        |        |        |        |
| <b>Phase III – Analysis and Reporting</b>      |        |        |        |        |        |        |
| Writing Draft Baseline Report                  |        |        |        |        |        |        |
| Submit Draft Baseline Report                   |        |        |        |        |        |        |
| Virtual Event/Workshop                         |        |        |        |        |        |        |
| <i>(Etc. as proposed by offeror)</i>           |        |        |        |        |        |        |

- Section 4: Technical Experience and Past Performance References (2 pages maximum):** The offeror shall provide a summary of the firm’s technical capacity to conduct monitoring and evaluation in general, with particular focus on evaluation and complex sample surveys. The offeror should include details of contracts, grants, or cooperative agreements involving similar or related assignments within the last five (5) years. Reference information must include the location, a brief description of the scale and scope of work performed, total compensation value, and the current contact phone number of a responsible and knowledgeable representative of the organization. Winrock reserves the right to contact these projects as an organizational reference as part of the selection process. Please include 5 references.
- Section 5: Personnel and Team Composition (maximum of 2 pages):** The offeror shall list and briefly describe the names, qualifications, and functions of the proposed evaluation team, as applicable. This must include at least three key personnel – a Team Leader and at least two Senior Experts/Analysts. The Evaluation Team Leader must meet the qualifications and experience described in Annex 2: Evaluation Team Composition. The skills and qualifications

for other key personnel are subject to the offeror’s discretion. Curriculum Vitae (CVs) of all three key personnel (not to exceed 5 pages for each) must be included as an annex.

- Section 6: Proposed Level of Effort (maximum of 2 pages):** The offeror 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). The offeror should use their work plan as a guide; see **Table 2** on the following page for an example.

**Table 2: Illustrative schedule of Level of Effort (LOE)**

| Activity Milestones                            | Team Leader    | Senior Experts | Senior Analyst(s) | Junior Field Staff |
|--|----------------|----------------|-------------------|--------------------|
| <b>Phase I – Engagement</b>                    |                |                |                   |                    |
| Inception Meeting                              | ## person-days | ## person-days | ## person-days    | ## person-days     |
| Inception Report                               |                |                |                   |                    |
| Work Plan Development                          |                |                |                   |                    |
| <i>(Etc. as proposed by offeror)</i>           |                |                |                   |                    |
| <b>Phase II – Research and Data Collection</b> |                |                |                   |                    |
| Work Plan approval                             |                |                |                   |                    |
| Preparations and training                      |                |                |                   |                    |
| Field work (surveys)                           |                |                |                   |                    |
| Field work (discussions, interviews)           |                |                |                   |                    |
| Data analysis                                  |                |                |                   |                    |
| Drafting of report                             |                |                |                   |                    |
| Demobilization                                 |                |                |                   |                    |
| <i>(Etc. as proposed by offeror)</i>           |                |                |                   |                    |
| <b>Phase III – Analysis and Reporting</b>      |                |                |                   |                    |
| Writing Draft Baseline Report                  |                |                |                   |                    |
| Submit Draft Baseline Report                   |                |                |                   |                    |
| Virtual Event/Workshop                         |                |                |                   |                    |
| <i>(Etc. as proposed by offeror)</i>           |                |                |                   |                    |
| <b>TOTAL DAYS:</b>                             |                |                |                   |                    |

- Annex 1: Registration.** A photocopy of the organization’s registration certificate and latest audited financial statement.
- Annex 2: Key Personnel.** CVs of all key personnel as specified in Section 5 above (not to exceed 5 pages per person). Up to three other CVs may be included for reference.
- Annex 3: Sample Technical Output.** Two or more examples of a report or deliverable



submitted to a client that relates to monitoring and evaluation. Sample deliverables should be authored by key personnel named on this proposal.

### *Financial Proposal*

The offeror must present a detailed financial proposal that covers the following items and includes a narrative on the assumptions behind the estimates.

- Salaries. Includes personnel for technical assistance, data collection, data, data entry, and analysis, (e.g., staff, enumerators, supervisors, drivers).
- Per diem and travel. Includes daily costs for lodging and meals and incidental expenses during training and during field work, mode of transportation, vehicle rental, gas.
- Printing. Includes survey questionnaires (if applicable), other study tools, reports.
- Communications.
- Supplies.
- Training costs.
- Other relevant costs.
- Cost quoted must include unit price and total price in USD.

In the financial proposal, the offeror will include a table with the fixed price for the anticipated deliverable under this RFP.

## **Evaluation Criteria**

Proposals must clearly demonstrate alignment with the scope of work with an adequate level of detail. A Proposal Evaluation Committee designated by Winrock International will review the technical and financial proposals, assess, score, and rank them according to the technical (**Table 3**) and financial (**Table 4**) evaluation criteria shown in the tables. The proposals will be scored according to the points shown for each criterion. The technical proposal will carry a 90% weight (Technical Pass Mark is 50%), and the financial proposal will carry a 10% weight. 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.

## 1. Technical Proposal

The technical evaluation criteria and allocated points are summarized below.

**Table 3: Technical evaluation criteria**

| No.      | Technical Criteria   | Points    |
|----------|--|-----------|
| <b>1</b> | <b>Team Composition (composed of 1a, 1b, 1c, 1d)</b>   | <b>30</b> |
| 1a       | Organization has a minimum of 5 years of demonstrated experience in designing and conducting evaluations and similar baseline. Demonstrated knowledge of violence response and prevention. | 5         |
| 1b       | Knowledge of USG (USAID preferred) performance monitoring systems, conducting evaluations or assessment.   | 5         |
| 1c       | Team Leader and Other Team Members with previous experience in similar assignments, as described in this scope of work.  | 15        |
| 1d       | Verified references  | 5         |
| <b>2</b> | <b>Technical quality related to Survey Design/ Approaches/ Methodologies, Data Collection, Data Analysis and Findings (composed of 2a, 2b, 2c)</b>   | <b>50</b> |
| 2a       | Appropriateness and quality of proposed approaches/methodologies related to study design, sampling, data collection protocols, etc.  | 40        |
| 2b       | Demonstrated experience managing multiple datasets (using existing data and gathering new data)  | 5         |
| 2c       | Experience with data analysis and extracting key findings, conclusions and recommendations, and reporting.   | 5         |
| <b>3</b> | <b>Planning and Management</b>   | <b>10</b> |
| 3a       | Proposed work plan activities and timeframe.   | 10        |
|          | <b>Total technical points (1 + 2 + 3)</b>  | <b>90</b> |

## 2. 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 offeror after selection based on the level of effort (LOE) and daily rate criteria. The financial evaluation criteria and allocated points are detailed below.

**Table 4: Financial evaluation criteria**

| No. | Financial Evaluation Criteria for Selection  | Points    |
|-----|--|-----------|
| 1   | Sufficiency, reasonableness, and accuracy of detailed expenditures including per unit cost, with budget per unit cost budget clearly defined in USD. | 5         |
| 2   | Budget explanation and justification of costs.   | 5         |
|     | <b>Total financial points (1 + 2)</b>  | <b>10</b> |

## Award

Winrock will run an open and fair competitive bidding process. Winrock will review all proposals and award based on the evaluation criteria stated above and select the offeror whose proposal represents the best value to the SVOV Activity. Winrock may also exclude an offer from consideration if it determines that an offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required. Cost will primarily be evaluated for realism and reasonableness. Winrock may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price. Winrock may award to an offeror without discussions. Therefore, the initial offer must contain the offeror's best price and technical terms.

### 1. Anticipated Deliverables, Payment, and Completion Date

Deliverables under this assignment are internal to the offeror, Winrock International, and USAID unless otherwise instructed by Winrock. Deliverables will be in English and free of grammatical errors and typos, and narrative deliverables will be typed in 11-point Arial font or following any template provided by the SVOV Activity team. Deliverables will be submitted electronically to the assignment point of contact, to be determined upon award. Table 5 on the following page details some important activities which the SVOV Activity expects will be completed under this assignment and includes deliverables, their due dates, and payment schedule. Note, this table is not intended to be exhaustive; it is the responsibility of the offeror to validate expectations with the SVOV Activity as an initial step of the consultancy.

Please note that:

- The anticipated deliverables and associated payments may be adjusted based on agreement between research firm and Winrock International (after successful firm is selected).
- The fixed price for the deliverables is inclusive of all taxes.
- Payment will be made by Winrock within 30 calendar days upon acceptance and approval of a deliverable and invoice.

**Table 5: Illustrative schedule of activities and deliverables** (to be validated with SVOV team following award)

| Activities   | Date                       | Deliverable   | Amount (% of Total) |
|--|----------------------------|---|---------------------|
| 1. RFP issued.   | September 15, 2023         |   |                     |
| 2. Questions due.  | September 21, 2023         |   |                     |
| 3. Responses to questions issued.  | September 26, 2023         |   |                     |
| 4. Proposal due.   | September 29, 2023         |   |                     |
| 5. <b>Award</b> and contract signing.  | October 10, 2023           | <ul style="list-style-type: none"> <li>Fully executed Baseline Evaluation contract</li> </ul> |                     |
| 6. <b>Inception meeting</b> with the SVOV Activity team and Winrock representatives to answer questions, clarify logistical and administrative procedures for the assignment, and address other business.  | October 11, 2023           |   |                     |
| 7. SVOV provides project-related documents for <b>desk review</b> , including the USAID MEL Policy, USAID Indicators and Definitions Handbook (as applicable), Project-Level Results Framework, Project MEL Plan, Evaluation Plan Outline, Performance Monitoring Plan, PIRS, and other relevant project-level studies/assessments.  | October 11, 2023           |   |                     |
| 8. Submit <b>Inception Report</b> including a summary of the agenda and conclusions of the inception meeting and an updated work plan.   | October 13, 2023           | <ul style="list-style-type: none"> <li>Approved Inception Report</li> </ul>                   | 10%                 |
| 9. Submit <b>Draft Evaluation Plan</b> including (1) Introduction section with Project Context, Project Description, Results Framework, and Purpose of Evaluation, (2) Methodology section with Evaluation Questions, Evaluation Design, Sample and setting, Data Collection methods, questionnaires and instruments, (3) Data Analysis Plan, (4) Management Plan with training and data collection logistics plan, training plan for enumerators (see details in Activity 12).  | October 20, 2023           |   |                     |
| 10. Receives feedback on Draft Evaluation Plan from Winrock.   | October 25, 2023           |   |                     |
| 11. Submit <b>Final Evaluation Plan</b> .  | October 31, 2023           | <ul style="list-style-type: none"> <li>Approved Final Evaluation Plan</li> </ul>              | 20%                 |
| 12. Conduct <b>enumerator training</b> consisting of at least one day of classroom-based review of content and skills and at least one day of pilot testing questionnaires, materials, etc. for all positions with a data collection or facilitation role (survey enumerators, interviewers, discussion facilitators, etc.). Offeror should propose sufficient length of training to complete the assignment. Training content should cover: SVOV Activity background and purpose of survey/interview/discussion; questionnaire content; confidentiality and Do No Harm considerations (in-line with Winrock and USAID policies); use of mobile data collection applications; and interviewing skills. | Beginning November 1, 2023 |   |                     |

| Activities   | Date   | Deliverable  | Amount (% of Total) |
|--|--|--|---------------------|
| 13. Field work for the <b>beneficiary-based survey (BBS)</b> .   | Beginning mid-November 2023                    |  |                     |
| 14. Provide <b>weekly updates</b> on BBS field work to SVOV Activity team.   | Ongoing throughout BBS field work              |  |                     |
| 15. Organize, manage, and <b>consolidate BBS data</b> electronically. BBS data must be consolidated into an Excel-based single or relational database according to the data structure. This deliverable will also include separate analysis files in Excel with their calculations for relevant BBS indicators and all required disaggregates as defined in the PIRS. Ensure security and confidentiality of data, Do No Harm (dignity, rights, safety and privacy) in information management and transmission activities. All information and data collected during fieldwork should be delivered to the SVOV team in well documented, easily accessible, comprehensive, and clear means appropriate for the type of information presented. It should be easy for a person not familiar with the assignment to understand what and how the work was done. | Beginning late-November to early-December 2023 | <ul style="list-style-type: none"> <li>Approved baseline data</li> </ul>         | 20%                 |
| 16. Field work for the <b>focus group discussions (FGDs) and key informant interviews (KIIs)</b> .   | Beginning mid- to late-November 2023           |  |                     |
| 17. Provide <b>weekly updates</b> on FGD and KII field work to SVOV Activity team.   | Ongoing throughout FGD and KII field work      |  |                     |
| 18. Organize, manage, and <b>consolidate FGD and KII information</b> electronically. Ensure security and confidentiality of data, Do No Harm (dignity, rights, safety and privacy) in information management and transmission activities. All information and data, including transcripts or coded files, collected during field work should be delivered to the SVOV team in well documented, easily accessible, comprehensive, and clear means appropriate for the type of information presented. It should be easy for a person not familiar with the assignment to understand what and how the work was done.  | Beginning early-December 2023                  | <ul style="list-style-type: none"> <li>FGD and KII information</li> </ul>        |                     |
| 19. Submit <b>Draft Baseline Report</b> following the outline in Annex 2: Baseline Report Outline. The complete Baseline Report Template will be provided upon award. The Baseline Report will be professionally formatted, free of personally identifiable information (PII), and free of proprietary information.  | Early- to mid-January 2024                     | <ul style="list-style-type: none"> <li>Approved Draft Baseline Report</li> </ul> | 20%                 |
| 20. Present results in <b>Virtual Event/Workshop</b> to the SVOV Activity team and representatives from the Winrock Home office and USAID (at the discretion of Winrock International). Offeror will present key findings, conclusions, and lessons learned from the   | Mid-January 2024                               |  | 10%                 |

| Activities   | Date             | Deliverable  | Amount<br>(% of Total) |
|--|------------------|--|------------------------|
| evaluation. Input from participants can be used to revise Draft Baseline Report.   |                  |  |                        |
| <b>21.</b> Offeror receives feedback on Draft Baseline Report from the SVOV Activity team and the Winrock Home Office.   | Mid-January 2024 |  |                        |
| <b>22.</b> Revise draft and submit <b>Final Baseline Report</b> . Winrock International will be responsible to submit the Final Baseline Report to USAID for publication in accordance with their Monitoring and Evaluation Policy. Winrock will sign and return the USAID public evaluation disclosure statement with the final version of the Baseline Report. Copies will be distributed via email to partners and key stakeholders. Hard copies will be published and delivered to USAID's designees upon request. | January 31, 2024 | <ul style="list-style-type: none"> <li>Approved Final Baseline Report</li> </ul> | 20%                    |

## Confidentiality Statement

This document, and any attachments thereto, regardless of form or medium, is intended only for use by the addressee(s) and may contain legally privileged and/or confidential, copyrighted, trademarked, patented or otherwise restricted information viewable by the intended recipient only. If you are not the intended recipient of this document (or the person responsible for delivering this document to the intended recipient), you are hereby notified that any dissemination, distribution, printing or copying of this document, and any attachment thereto, is strictly prohibited and violation of this condition may infringe upon copyright, trademark, patent, or other laws protecting proprietary and, or, intellectual property. In no event shall this document be delivered to anyone other than the intended recipient or original sender and violation may be considered a breach of law fully punishable by various domestic and international courts. If you have received this document in error, please respond to the originator of this message or email him/her at the address below and permanently delete and/or shred the original and any copies and any electronic form this document, and any attachments thereto and do not disseminate further.

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## Certification of Independent Price Determination

(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.

## Annex 1: 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 Jamaica and with vulnerable groups in volatile communities.

**Team Leader.** The Team Leader will provide overall leadership for the team 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 SVOV Activity team. The evaluation Team Leader will report to the Chief of Party, the MEL Specialist, and the designated Winrock Home Office representative and will coordinate in the field with the SVOV staff as needed to acquire necessary information, 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 an applicable social sciences field including civil society strengthening, human rights, protection, sociology, criminology, community development, gender studies, youth civic engagement, inclusion, etc. – 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 civil society strengthening
- demonstrated experience leading at least two evaluations of projects with similar scope and complexity within the past 5-7 years using participatory approaches, i.e., evaluations in the area of social development and/or crime and violence in Jamaica;
- extensive experience with both quantitative and qualitative evaluations methods;
- strong familiarity with civil society, GOJ, drivers and inhibitors of violence at the interpersonal and collective levels, etc.
- experience working with vulnerable groups and in hot spot and/or vulnerable communities in Jamaica;
- familiarity with USG regulations and systems, including 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
- technical research and/or work experience related to violence response and prevention
- 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 firm or consultant.

## Annex 2: Baseline Report Outline<sup>8</sup>

**Cover Page** (with photo, if possible)

**List of Acronyms**

**Table of Contents**, which identifies page numbers for the major content areas of the report.

**Executive Summary** – Stand-alone document that concisely states the project background and purpose, evaluation questions, design, methods, limitations, findings, conclusions, and recommendations (not to exceed 4 pages)

**Body of Report**

### 1. Introduction and Purpose

- 1.1. **Project Context** - Describe the context in the country that the project is being implemented, including any social, political, demographic, institutional, or gender equality factors that are relevant to the project.
- 1.2. **Project Description** – Describe the project including, project activities and implementation strategy, location(s) of project activities, target population, stakeholder roles and contribution to the project, project status, and budget.
- 1.3. **Results Framework** – Include the project’s theory of change, results framework graphic, and critical assumptions.
- 1.4. **Purpose** – Describe the purpose of the evaluation including the evaluation type and purpose, any previous evaluations related to the project, the intended audience of the evaluation, how the evaluation findings will be used by the implementer, and how the evaluation informs the program’s broader Learning Agenda.

### 2. Design and Methodology

- 2.1. **Baseline Questions** - List the general and specific evaluation questions that were used to guide the conduct of the baseline assessment.
- 2.2. **Baseline Design** – Describe the overall design/approach used for the evaluation, including the type of evaluation, how culturally appropriate participatory methods were incorporated into the design, and how ethical standards regarding all participants, especially at-risk populations, were incorporated into the evaluation design.
- 2.3. **Sampling Methods** – Describe the basic sampling strategy used during the evaluation including the sampling frame, rationale and mechanics of participant selection for the sample, number of participants selected out of potential subjects, selection criteria for any counterfactual/control groups (as applicable), limitations of the sample, minimum detectable effect and confidence level.
- 2.4. **Data Collection Methods** - Describe data collection methods and instruments (both qualitative and quantitative) and analysis tools used in the evaluation. The actual instruments themselves (e.g., full surveys and interview guides) should be included in the annexes. Items of discussion include level of precision (quantitative), value scales or coding used (qualitative), level of participation, description of how tools were developed/adapted to be relevant to local stakeholders and culturally appropriate, empowerment of stakeholders through the evaluation process, reliability of the data, and how the data collection methods were design to collect gender related data, including disaggregated data and questions reflecting gender issues.
- 2.5. **Data Analysis Methods** – Describe 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. **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

<sup>8</sup> Outline aligned to DONOR AGENCY’s Evaluation Reporting Template, which will be provided to the offeror upon award.  
Winrock International – Supporting Victims of Violence (SVOV)

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 gender, socio-economic status, age, etc.).

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.

**Annexes** – All relevant annexes should be part of the report. Annexes that are required for USAID evaluations (including baselines) are: bibliography, table of indicator data, results framework, data collection instruments (questionnaires, interview guides, observation protocol, sampling tools, etc.), terms of reference or statement of work for the evaluation, conflict of interest forms, key elements of statistical results.

Note that USAID 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: a list of participants and/or people interviewed for evaluation and 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.*

### Annex 3: SVOV Activity Performance Indicator Summary Table - Baseline

| Indicator   | Indicator Type | Disaggregation   | Data Source     |
|---|----------------|--|-----------------|
| <b>Goal: Strengthen existing local government and civil society efforts to support victims of interpersonal &amp; collective violence in “hot spot” communities</b>               |                |  |                 |
| Percent of population in hot spots with increased confidence in local government and civil society efforts to support victims of violence   | Impact         | Sex, age group, geographic location, type of violence, sexual orientation <sup>9</sup> | KAP survey      |
| Number of youth with reduced risk factors that drive crime and violence (due to USAID programming – CBSI Sub-IR 1.2)  | Impact         | Sex, age group, geographic location, sexual orientation                                | Risk assessment |
| <b>Objective 1: Expand survivors’ and witnesses’ access to integrated direct services</b>   |                |  |                 |
| Percent of survivors and witnesses reporting increased access to integrated direct services for victims of violence   | Outcome        | Sex, age group, geographic location, sexual orientation                                | KAP Survey      |
| <b>IR 1.1 Improved attitudes and behaviors towards violence</b>   |                |  |                 |
| Percent of people that report a change in behavior towards violence (report incidents of violence, utilize conflict resolution services, or utilize violence protection services) | Outcome        | Sex, age group, geographic location, sexual orientation                                | KAP survey      |
| <b>Cross-Cutting: Improved gender and social inclusion in awareness and protection service activities</b>   |                |  |                 |
| Percent of people from marginalized groups who self-report increased knowledge about, access to, and use of resources and services for victims of violence                        | Outcome        | Sex, age group, geographic location, sexual orientation                                | KAP Survey      |

<sup>9</sup> Given the sensitivity of requesting information on sexual orientation, respondents may opt out of this question (across indicators), e.g., by selecting ‘decline to respond.’

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## Annex 4: 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) Winrock complies with all the laws wherever we work as well as our funders' requirements. We also have requirements for how we conduct ourselves in the workplace, set forth our Code of Conduct.
- 3) **Insurance.** Vendor shall maintain comprehensive general liability and automobile liability insurance coverage to cover itself for all activities undertaken under this Purchase Order. Vendor is solely responsible for all applicable taxes, benefits, worker's compensation insurance or equivalent, health, all risk property insurance and a comprehensive general liability insurance with financially sound and reputable insurance companies, and other insurance as required under the applicable laws. Vendor must hold a valid work permit and ensure that it operates in compliance with applicable laws.
- 4) **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.
- 5) **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, Vendors, or Vendors, on matters subject to this Purchase Order shall be through or approved by Winrock International.
- 6) **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.
- 7) **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.
- 8) **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.
- 9) **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.

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- 10) 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.
- 11) Stop Work Order. Winrock International may at any time, by written order to the Vendor require the Vendor to stop all, or any part, of the work called for under 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, Winrock International will follow the guidelines as described below:
- (1) Cancel the stop-work order; or (2) Terminate the work covered by the order as provided in the Termination clause of this contract. (a) If a stop-work order issued under this clause is canceled or the period of the order or any extension thereof expires, the vendor shall resume work. Winrock International shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if— (3) The stop-work order results in an increase in the time required for, or in the Vendor's cost properly allocable to, the performance of any part of this Purchase Order; and (4) The Vendor asserts its right to the adjustment within 30 days after the end of the period of work stoppage; provided, that, if Winrock International decides the facts justify the action, WI may receive and act upon the claim submitted at any time before final payment under this Purchase Order.
- 12) 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.
- 13) 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.

- 14) 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.
- 15) Drug Trafficking. Winrock reserves 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.



- 16) Disputes. Any disputes arising out of this Agreement 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 applicable Rules of the American Arbitration Association. The law of Arkansas shall apply, and the statutes of limitation thereunder apply to any arbitration as if it were an action in a court of competent jurisdiction.
- 17) 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.
- 18) 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.
- 19) 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 as in writing. In the absence of a written established period, no disclosure is authorized.
- 20) 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.
- 21) 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.
- 22) 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.
- 23) 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.

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- 24) 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.
- 25) 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. 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>.
- 26) 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.
- 27) 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.
- 28) Conflict of Interest. Vendor must establish safeguards to prevent employees, Vendors, 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.
- 29) 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.
- 30) Compliance with the US Foreign Corrupt Practices Act: Vendor shall comply with all laws and regulations in the jurisdictions where it is performing under this Agreement. Vendor is familiar with applicable anti-corruption, anti-bribery, anti-kickback, laws and regulations and will not undertake any actions that may violate these laws and regulations. Vendor is familiar with the U.S. Foreign Corrupt Practices Act (the "FCPA"), its prohibitions and purposes, and will not undertake any actions that may violate the FCPA.

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- 31) 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.
- 32) 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.
- 33) 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.
- 34) 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.
- 35) 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.
- 36) 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.
- 37) 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."
- 38) 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.