



Request for Proposal (RFP) – MTENGO Midterm Evaluation & FY25 Annual Survey

MALAWI: MARKET TRANSITIONS TO ENABLE NEW GROWTH OPPORTUNITIES (MTENGO)

The Market Transitions to Enable New Growth Opportunities (MTENGO) Project is a five-year (2022-2027) project implemented by Winrock International and funded by the Food for Progress Program of the United States Department of Agriculture (USDA).

Winrock International seeks proposals from qualified local and international firms with experience conducting project evaluations and complex annual surveys on agricultural and economic growth activities. Qualified firms are those that have been involved in similar projects in the past, particularly within the last five (5) years.

All final versions of international food assistance evaluation reports will be made publicly available. Evaluators shall provide a copy of the evaluation report that is free of personally identifiable information (PII) and proprietary information. Final versions of evaluation report ready for publication should be accessible to people with disabilities.

Interested parties may send their proposals as outlined here within.

Request for Proposal – MTENGO Final Evaluation

RFP No.	RFP-10007-25-01
Issue Date	March 20, 2025
Title	MTENGO Midterm Evaluation & FY25 Annual Survey
Issuing Office & Email Address for Submission of Proposals	Market Transition to Enable New Growth Opportunities (MTENGO), Winrock International. MTENGO contact: Email: mtengo@winrock.org
Deadline for Questions/ Proposals Submission ¹	Questions Due Date: March 31, 2025 Notification of responses to bidders' questions: April 4, 2025 Proposal Due Date: April 23, 2025
Points of Contact	MTENGO contact: Email: mtengo@winrock.org
Anticipated Award Type	Firm Fixed Price Subcontract Award Range: US\$175,000 – \$249,000

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

Table of Contents

Introduction	4
Development Hypothesis & Expected Results	4
Scope of Work.....	5
Purpose of the Midterm Evaluation	5
Target Audiences	6
Evaluation Objectives.....	6
Evaluation Objective 1: Assess indicator achievements via annual survey	7
Evaluation Objective 2: Assess project’s relevance, effectiveness, efficiency, impact, & sustainability (i.e., impact and learning)	11
Evaluation Objective 3: Evaluative Learning Questions	12
Methodology	14
Sample and Setting	15
Roles and Responsibilities	15
General Instructions to Offerors	17
Submission Details	17
Proposal Structure and Required Documentation	17
Evaluation criteria	20
Award	22
Anticipated Deliverables, Payments, & Dates	22
Confidentiality Statement	26
Appendix A. Evaluation Team Composition	28
Appendix B. Report Requirements.....	31
Appendix C. General Provisions	33
Appendix D. List of Cooperatives by District	38

Tables

Table 1: Expected Results.....	4
Table 2. MTENGO Indicator Table	7
Table 3. MTENGO Survey Indicators by Participant Type	9
Table 4. MTENGO Participant Types by Commodity	10
Table 5. Evaluation Questions.....	11
Table 6. Learning Questions.....	12
Table 7. - Illustrative Evaluation Workplan	18
Table 8. Illustrative Schedule of Activity-based LOE for Team Members.....	19
Table 9. Technical Evaluation Criteria	20
Table 10. Financial Evaluation Criteria	21
Table 11. Key Milestone and Payment Dates.....	24

Introduction

Market Transitions to Enable New Growth Opportunities (MTENGO) is a five-year (October 2022 - September 2027) project with a \$16.3 million operating budget, under the United States Department of Agriculture (USDA) Food for Progress (FFPr) program and implemented by Winrock International. MTENGO uses a farmer-first approach grounded in market incentives to increase resource-efficient, reliable agricultural production in Malawi. MTENGO focuses on four value chains, banana, chili pepper, honey, and soybean, in four districts in the northern and central parts of Malawi, namely Mzimba, Nkhata Bay, Ntchisi, and Rumphu.

MTENGO’s goal is to support sustainable and scalable agricultural practices and technologies in crop diversification to address food security, including the expansion of tree crop production and drought-tolerant crops. The project will also address improvements in water management based on end-market opportunities. MTENGO will implement four components: 1) Diversify and achieve stable returns from their farming portfolio by responding to market demand with diversified production; 2) Increase access to water for productive purposes through improved water management practices, 3) Make ecosystem services work for farmers by improving farmer access to, and collective management of, water, soil, and forest products and 4) Increase access to markets and finance so farmers can make smart investments.

These components are implemented through seven core activities:

- 1 Diversified production systems and CSA;
- 2 Extension and advisory services;
- 3 Access to water;
- 4 Integrated landscape assessment and planning;
- 5 Sustainable supplemental livelihoods from tree and forest products;
- 6 Facilitate agricultural lending; and
- 7 Facilitate buyer-seller relationships.

Respective outputs and outcomes of these activities contribute to the FFPr Strategic Objectives (SOs) aligned with the USDA FFPr program level results framework (see Appendix A). MTENGO’s expected results are outlined in the table below.

Development Hypothesis & Expected Results

Table 1: Expected Results

Goal: Increased use of sustainable and scalable practices and technologies in diversified crop production, including expanded tree crop and drought tolerant crop production, and improved water and natural resource management based on end market opportunities.		
Development Hypothesis	Output	Outcome
IF farmers have access to demand-driven practices and	7 technologies, practices, and approaches under various phases of	

Goal: Increased use of sustainable and scalable practices and technologies in diversified crop production, including expanded tree crop and drought tolerant crop production, and improved water and natural resource management based on end market opportunities.		
Development Hypothesis	Output	Outcome
technologies to increase efficiency of inputs, water, and natural resources inclusive of forest products;	research, development, and uptake (FFPr 9)	20,165 cumulative ha under improved management practices or technologies (FFPr 3)
	30 public-private partnerships formed (FFPr 13)	
	24 action plans implemented for water and/or forest resource management (CSTM 1)	24,500 individuals who have applied improved management practices or technologies (FFPr 4)
IF finance and investment are aligned to support efficient market access; and,	5,250 individuals accessing agriculture-related financing (FFPr 5)	20 organizations with increased performance improvement (FFPr 12)
	5,250 individuals participating in group-based savings, micro-finance or lending programs (FFPr 6)	
	1,313 loans disbursed (FFPr 7)	\$525,000 of new United States' government (USG) commitments and public and private sector investments leveraged to support food security and nutrition (FFPr 14)
\$525,000 of agriculture-related financing accessed (FFPr 8)		
IF women, youth, and other marginalized groups have equitable access to means of production, including inputs and natural resources;	40 percent female participation in programs designed to increase access to productive economic resources (GNDR-2)	17,500 individuals receiving USG support to adapt to the effects of climate change (CSTM 2)
	20 percent youth participation in programs designed to increase access to productive economic resources (YOUTH-3)	
THEN Malawian Farmers can sustainably increase reliable agricultural-based incomes.	35,000 individuals who have received short-term agricultural sector productivity or food security training (FFPr 21)	27-40 percent increases in yield of targeted agricultural commodities (FFPr 1)
	50,000 individuals participating in food security programs (FFPr 22)	\$31.6 million cumulative sales of farms (FFPr 18)
	245,000 individuals benefiting indirectly from interventions (FFPr 23)	73,056 mt sold by farms (FFPr 19)

Scope of Work

Purpose of the Midterm Evaluation

As stated in [USDA's monitoring and evaluation policy](#):

Midterm evaluations should be used to assess progress in implementation; assess the relevance of the interventions; provide an early signal of the effectiveness of interventions; document lessons learned; assess sustainability efforts to date; and discuss and recommend mid-course corrections, if necessary.

In general, it should assess:

- 1. Relevance:** The extent to which project interventions are meeting the needs of MTENGO participants and is aligned with Malawi's agriculture and/or development investment strategy and with USDA and USG development goals, objectives, and strategies. Relevance should also address the extent to which the project was designed considering the economic,

cultural, and political context and existing relevant program activities.

2. **Effectiveness:** The extent to which the project is achieving its objectives (as of late Year 3). Effectiveness should also assess the extent to which the interventions are contributing to the expected results or objectives.
3. **Efficiency:** The extent to which the project resources (inputs) have led to the achieved results. An assessment of efficiency should also consider whether the same results could have been achieved with fewer resources or whether alternative approaches could have been adopted to achieve the same results.
4. **Impact:** Assessment of the medium-term effects, both intended and unintended, of project interventions. Effects can be both direct or indirect and positive or negative. To the extent possible, the evaluation should assess the extent to which the effects are due to the project intervention and not other factors.
5. **Sustainability:** Assessment of the likelihood that the benefits of the project will endure over time after the completion of MTENGO. Sustainability should also assess the extent to which the project is planning for the continuation of project activities, developing local ownership for the project, and developing sustainable partnerships.

Target Audiences

The midterm evaluation will be carried out with consideration of three main audiences:

1. **Project staff and management:** The MTENGO project team will review the draft evaluation report findings to determine if the project is reaching targets and achieving outcomes; use qualitative information to explain why or why not; determine which interventions are working well and those that may need adjustment. These will guide the project team's approach and activities during the implementation of the second half of the project. In conjunction with USDA, the project team will discuss recommendations and decide upon actions or changes in response to the midterm evaluation. These actions will be documented in a written review.
2. **USDA:** USDA will be provided with results data and midterm findings that demonstrate the degree to which the project has achieved project goals and targets to date. Project data, centered on the Performance Monitoring Plan (PMP) but supported with additional project results, budgetary information, and qualitative data, will be used to assess the project's value for money. USDA will receive an analysis of the data and recommendations for adaptations to project activities, which will contribute to USDA's own institutional research and learning.
3. **Other stakeholders:** The midterm evaluation will quantify the development achievements and effectiveness of key stakeholders including farmers, farmer associations, financial service providers, agribusinesses and farm input suppliers, as well as government and public institutions and academic institutions. Evaluation findings will also be shared with the project's financial partners and facilitate these stakeholders' development of longer-term operational and strategic plans by providing insight into both effective and ineffective approaches to increasing productivity and profitability within value chains.

The midterm evaluation findings, conclusions and recommendations will be shared with stakeholders through meetings with different key stakeholder groups and will be published in line with requirements for all U.S. funded international food assistance programs.

Evaluation Objectives

The Midterm evaluation is structured around three broad, interrelated objectives:

Evaluation Objective 1: Assess indicator achievements via annual survey

MTENGO reports on 16 standard USDA FFPr indicators and 4 custom indicators. Definitions of all indicators are provided in the MTENGO Performance Monitoring Plan (PMP) and are further detailed in Performance Indicator Reference Sheets (PIRS). Life of Project (LOP) targets reflect MTENGO's revised targets approved by USDA in August 2024. MTENGO's cumulative performance as of the latest semi-annual report (September 2024), LOP targets, and specific indicators that require measurement by the contracted firm are detailed below in Table 2.

Table 2. MTENGO Indicator Table

No.	Indicator Title	Unit	Cumulative performance as of Sep 2024	LOP Target (revised)	Required Indicator Measurement
FFPr 1	Yield of targeted agricultural commodities among program participants with USDA assistance				Yes, FY25 Annual Participant-Based Survey
	Soy	MT/ha	0.83	1.17	
	Chili pepper	MT/ha	0.76	1.64	
	Banana	MT/ha	---	3.67	
	Honey	KG/hive	7.16	2.33	
FFPr 3	Number of hectares under improved management practices or technologies with USDA assistance	Ha	2,964	20,165	Yes, FY25 Annual Participant-Based Survey
FFPr 4	Number of individuals in the agriculture system who have applied improved management practices or technologies with USDA assistance	No.	4,296	24,500	Yes, FY25 Annual Participant-Based Survey
FFPr 5	Number of individuals accessing agriculture-related financing as a result of USDA assistance	No.	0	5,250	Desk review of MTENGO's data only
FFPr 6	Number of individuals participating in group-based savings, micro-finance or lending programs with USDA assistance	No.	1,478	5,250	Desk review of MTENGO's data only
FFPr 7	Number of loans disbursed as a result of USDA assistance	No.	0	1,313	Desk review of MTENGO's data only
FFPr 8	Value of agriculture-related financing accessed as a result of USDA assistance	USD	\$0	\$525,000	Desk review of MTENGO's data only
FFPr 9	Number of technologies, practices, and approaches under various phases of research, development, and uptake as a result of USDA assistance	No.	0	7	Desk review of MTENGO's data only
FFPr 12	Number of organizations with increased performance improvement with USDA assistance	No.	17	20	Yes, FY25 Cooperative Capacity Assessment
FFPr 13	Number of public-private partnerships formed as a result of USDA assistance	No.	12	30	Desk review of MTENGO's data only
FFPr 14	Value of new USG commitments and new public and private sector investment leveraged by USDA to support food security and nutrition	USD	\$0	\$525,000	Yes, FY25 Annual Participant-Based Survey

FFPr 18	Value of annual sales of farms and firms receiving USDA assistance	USD	\$974,387	\$31.6 million	Yes, FY25 Annual Participant-Based Survey
FFPr 19	Volume of commodities sold by farms and firms receiving USDA assistance	MT	1,452	73,056	Yes, FY25 Annual Participant-Based Survey
FFPr 21	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance	No.	5,585	35,000	Desk review of MTENGO's data only
FFPr 22	Number of individuals participating in USDA food security programs	No.	5,585	50,000	Desk review of MTENGO's data only
FFPr 23	Number of individuals benefiting indirectly from USDA-funded interventions	No.	27,367	245,000	Desk review of MTENGO's data only
CSTM 1	Number of action plans implemented for water and/or forest resource management as a result of USG assistance	No.	4	24	Desk review of MTENGO's data only
CSTM 2	Number of people supported by the USG to adapt to the effects of climate change.	No.	3,347	17,500	Desk review of MTENGO's data only
GNDR-2	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources	Percent	66%	40%	Desk review of MTENGO's data only
YOUTH-3	Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29)	Percent	15%	20%	Desk review of MTENGO's data only

As part of assessing the overall performance of the project, this evaluation will include the FY25 participant-based survey (PBS). To capture cooperative performance over time, the Cooperative Capacity Assessment (CCA) will also be deployed concurrently. As noted in the table above, the evaluation firm will survey private sector MTENGO participants to gather information to estimate the number of individuals applying technology, hectares under technology, yield of target commodities, volume and value of sales, and investment leveraged outcome indicators for FY25. **This data will allow for (1) comparison against previously collected data (i.e., baseline and FY24 annual survey) and (2) provide MTENGO with outcome data for FY25 reporting.**

The firm will survey MTENGO participants to gather data and measure outcome indicators for October 2024 to September 2025, covering the 12-month FY25 reporting period. The survey shall be representative of each of MTENGO's four supported target commodities (i.e., bananas, chili, honey, and soy) and a fifth group of ecosystems farmers who are not affiliated with a specific MTENGO target commodity but are receiving project support. MTENGO's existing annual survey and further details about the composition of survey participants will be provided to the selected firm upon award.

As previously mentioned, indicator measurement through the PBS and CCA will cover a total of **7 outcome indicators**, including all USDA required disaggregates. The firm will be responsible for finalizing a statistically sound data collection methodology in collaboration with MTENGO and Winrock's Home Office team to ensure that quantitative estimates for indicator values (normalized to the full MTENGO participant population for each commodity) and their corresponding datasets with disaggregates in MS Excel are produced for USDA reporting. The evaluator will also be responsible for completing a desk review of all other indicators not captured via the PBS.

The annual survey process collects data from the following three types of participants:

1. *Individual recipients of MTENGO services/interventions operating farms under sole*

proprietorship (i.e., individual farmers). Collection of data will be done via commodity stratification. The sampling strategy should target a 95% confidence level and 5% Margin of Error for each commodity. Final sample size determination and sample selection will be done in July 2025 using MTENGO’s database of private sector participants. For each commodity, enumeration will follow either a simple random sampling method (recommended) or two-stage sampling. In two stage sampling: clusters (cooperative or other level) will be included in the first stage, followed by second stage sampling of direct participants within the sampled cluster. To support data verification, the survey will be conducted in-person, and whenever possible at the respondents’ farm or place of business. Data collected from these participants (i.e., farmers) will be extrapolated to measure performance for the indicators in the table below.

2. *Firms - Individual recipients of MTENGO services/interventions operating firms*. Collection of data will be done via census as the number of participating firms of this type are relatively few (~7-10 firms) to necessitate sampling.
3. *Cooperatives* - Collection of data from MTENGO-supported cooperatives will also be done by census in consideration that they are relatively few (~35 cooperatives) to necessitate sampling. For a list of cooperatives by district, please see Appendix E.

The relevant annual survey outcome indicators by participant type are outlined below:

Table 3. MTENGO Survey Indicators by Participant Type

No.	Indicator Title	Relevant Survey Indicators by Participant Type		
		(1) Farmers	(2) Firms	(3) Cooperatives
FFPr 1	Yield of targeted agricultural commodities among program participants with USDA assistance	✓		
FFPr 3	Number of hectares under improved management practices or technologies with USDA assistance	✓		
FFPr 4	Number of individuals in the agriculture system who have applied improved management practices or technologies with USDA assistance	✓		
FFPr 12	Number of organizations with increased performance improvement with USDA assistance ¹			✓
FFPr 14	Value of new USG commitments and new public and private sector investment leveraged by USDA	✓	✓	✓
FFPr 18	Value of annual sales of farms and firms receiving USDA assistance ²	✓	✓	✓
FFPr 19	Volume of commodities sold by farms and firms receiving USDA assistance	✓	✓	✓

The selected firm will carry out the annual survey of current MTENGO participants from the three participant types to collect the required data. As MTENGO targets new participants throughout FY2025, growth of the participant database is anticipated between now and finalization of the sample frame in July 2025. Note that some participants included in the FY25 annual survey will be new to MTENGO and may not yet have a full production cycle to apply learnings.

Data collection activities for the survey will focus primarily on four commodities (i.e., banana, chili, honey, and soybean) plus unaffiliated ecosystems farmers, in four districts in the northern and central parts of Malawi, namely Mzimba, Nkhata Bay, Ntchisi, and Rumphi. However, depending on methodological and technical considerations, budget and timelines, the selected firm and MTENGO will jointly select target districts and villages. The final survey sample size by commodity and the process for data entry and cleaning, sample calculations and analysis will be designed in collaboration with Winrock’s Home Office MEL team. MTENGO expects the survey firm to calculate the final sample size required in July 2025 and to use parameters including targeting 95% confidence intervals and a 5% margin of error to estimate sample size **at the commodity level**. These separate, representative stratified simple random samples should be

¹ Captured via Cooperative Capacity Assessment (CCA).

² For CSA/Ecosystem farmers, value and volume of sales are not applicable as these farmers are not supported on a MTENGO target commodity.

drawn for each of MTENGO's four target commodities (i.e., banana, chili, honey, and soy) plus unaffiliated ecosystems farmers and remain consistent with Chapter 9 of the guidance provided in the Participant-Based Survey Sampling Guide³. Lastly, for cooperatives and firms, a census approach is required.

The selected firm is also required to conduct data collection using a mobile application to facilitate automation of data processing and minimize human error. The firm will be responsible for selecting the appropriate data collection application, providing its own devices for data collection, and programming the data collection tools.

To assist with budgeting for the proposal, please refer to the table below which estimates the **anticipated** number of MTENGO producers by commodity and type by July 2025. MTENGO anticipates that enumerators will be able to collect a minimum of 5-6 surveys per day with each survey taking roughly 30-40 minutes to collect. **Note that MTENGO's final participant database and a more detailed participant table will be provided to the selected firm in July 2025.**

Table 4. MTENGO Participant Types by Commodity

Note: Illustrative table with estimated participants by July 2025, and corresponding sample sizes

Anticipated sample sizes by July 2025							
Participant Type	Commodity	Suggested Sampling Method	# of cumulative farmers/firms / coops	Expected Initial Sample size	Finite Population Corrected	Design effect (Varies based on the method and/or cluster size selected)	Final Sample (Adjusted for non-response XX% Design Effect,)
Farmers	Banana (3 districts - Mzimba, Rumphi & Nkhata Bay)	Stratified Simple Random Sampling (SRS)	400	196	140	N/A	154
	Chili (4 districts - Mzimba, Rumphi, Nkhata Bay and Ntchisi)		1,300	297	261	N/A	287
	Honey (3 districts - Mzimba, Rumphi & Nkhata Bay)		900	269	225	N/A	248
	Soy (3 district - Ntchisi, Mzimba and Rumphi)		3,500	346	329	N/A	362
	Ecosystems⁴ (4 districts - Mzimba, Rumphi, Nkhata Bay and Ntchisi)		5,500	359	347	N/A	382
	Total # of Farmers		N/A	11,600	1,467	1,302	N/A
Firms	Total # of Firms	Census	7-10	N/A	N/A	N/A	7-10
Coops	Total # of Coops⁵	Census	35	N/A	N/A	N/A	35

Based on the table above, by July 2025, MTENGO anticipates working with roughly 7-10 firms and 35 cooperatives involved in different value chains, including chili, banana, soy, and honey. For a list of cooperatives currently working with the project, please refer to **Appendix E**. Collectively, firms and cooperatives operate across four districts: Mzimba, Ntchisi, Rumphi, and Nkhata Bay. Mzimba has the highest number of participants, with 17 firms and cooperatives. Ntchisi has seven, while Rumphi and Nkhata Bay each have ten. MTENGO's targets vary depending on the value chain⁶.

³ [Participant-Based Survey Sampling Guide for Feed the Future Annual Monitoring Indicators](#)

⁴ Farmers are not associated with a target commodity.

⁵ Cooperatives include banana, chili, honey and soy.

⁶ For example, by July 2025, Njaliwe, which focuses on chili, aims to work with 1,000 farmers, while Hortinet, a banana firm,

Evaluation Objective 2: Assess project’s relevance, effectiveness, efficiency, impact, & sustainability (i.e., impact and learning)

In addition to assessing progress toward targets for all project monitoring indicators, a key measure of the project’s effectiveness, the evaluation firm will also be responsible for answering a set of questions related to relevance, effectiveness, efficiency, impact, and sustainability using various qualitative and quantitative methods.

Table 35 below summarizes each evaluation criteria, proposed evaluation questions to be addressed by the selected firm, and potential respondents and methods to be used to collect qualitative data. The questions below are guidelines; the final key evaluation questions and methods will be refined in collaboration between Winrock and the selected firm.

Table 5. Evaluation Questions

Evaluation Criteria	Suggested Evaluation Questions	Data Sources (detailed sources to be proposed by evaluation firm)
Relevance	To what extent are MTENGO activities implemented thus far aligned with the USDA Food for Progress strategic objectives? To date, what areas of MTENGO implementation are contributing most to USDA Food for Progress strategic objectives?	MTENGO document review; Key Informant Interviews (KIIs)
	To what extent are MTENGO activities addressing the needs of participants within the scope of the project?	Focus group discussions (FGDs)
	Are there unforeseen opportunities or challenges that may require revisions to MTENGO’s strategy or redirection of project resources? If yes, which are the top 2-3 main opportunities?	Key informant interviews (KIIs); Focus group discussions (FGDs)
Effectiveness	Is MTENGO on track to meet its key output and outcome performance indicator targets?	Desk review, PBS
	For each of MTENGO’s target commodities (i.e., soy, chili, banana, and honey), what are the constraints across key value chain actors? How well has MTENGO addressed producer needs in terms of access to inputs, finance, and markets? Which MTENGO activities have been most effective at increasing access to inputs, finance, markets, and/or services? How effective were these activities in boosting farmers/firms/cooperatives sale/volumes?	Key informant interviews (KIIs), Focus group discussions (FGDs)
	For each of the four commodities (i.e., soy, chili, banana, and honey), how have MTENGO-supported interventions helped partners access new domestic and/or international markets and trade opportunities?	Key informant interviews (KIIs); Focus group discussions (FGDs)
	For each of the MTENGO target commodities (i.e., soy, chili, banana, and honey), what are the barriers to adopting improved management practices and technologies? To date, has MTENGO been able to help farmers address these barriers? If so, how? If not, what could the project do to address barriers to adoption?	Key informant interviews (KIIs); Focus group discussions (FGDs), PBS

targets 400 farmers. Mgom’mera, ICT, and Barnet each have a target of 1,500 farmers in soy. Most soy and honey cooperatives have fewer farmers, ranging from 50 to 200 per cooperative. Jayi Cooperative (banana) and honey cooperatives, have even fewer farmers with 50-100 per cooperative.

Table 5. Evaluation Questions

Evaluation Criteria	Suggested Evaluation Questions	Data Sources (detailed sources to be proposed by evaluation firm)
Efficiency	Are project resources (e.g., financial, human, etc.) adequate to achieving MTENGO's life of project targets?	Document review; Key informant interviews (KIIs)
	How well has MTENGO tapped the resources of its partners in implementing planned activities? <ul style="list-style-type: none"> - Specifically, what collaborations/ partnerships have been formed? - What resources (i.e., cash and in-kind) from the private and public sectors have been mobilized to date? - To what extent have the objectives of the partnerships been realized? What opportunities exist to improve these partnerships? 	Document review; Key informant interviews (KIIs)
Sustainability	Is MTENGO's technical approach feasible to promote scalability and long-term sustainability? If not, why? Are additional efforts needed, or are changes to MTENGO's technical approach recommended? If so, what technical approaches might better ensure continuation of activities after project completion?	Document review, Cooperative Capacity Assessment results / Key informant interviews (KIIs)
	Has the private sector increased their provision of extension and advisory services? Are they providing such services in a way that is sustainable after the project ends?	Key informant interviews (KIIs)
Impact	Are there any unintended consequences of MTENGO interventions to date? If negative, what are the specific consequences and what can be done to mitigate them? If positive, what can be done to scale up and document them?	Key informant interviews (KIIs)

The evaluation questions above must be further discussed and refined with the selected firm to ensure that the process captures the evaluation objectives.

Evaluation Objective 3: Evaluative Learning Questions

The evaluation firm will also work with the MTENGO team to select and further define two evaluative learning question topics to explore in more depth and create learning summary reports (15-18 pages each). Note that Winrock will provide a template to the firm. Illustrative learning questions are presented below:

Table 5. Learning Questions

Learning Focus	Illustrative Learning Questions / Method(s)
Improved Chili Seedlings & Improved Production Practices	<ul style="list-style-type: none"> - Does the use of improved chili seedlings and improved production practices (and other bundled services) contribute to higher farmer yields versus farmers relying on saved seed? (Quantitative survey with statistical sample of farmers regarding yield. QED with farmers using saved seed from the same chili producer groups as the control group, if available.) - How has the use of improved seed and supported practices/technologies increased the quality of the harvested crop? (Interview of farmers who started using improved seed as a result of project interventions.) - How has/will the improved quality of chili expanded the possible markets for this crop? (If the findings from the previous question is Yes, only then this item is applicable. Interview of farmers who started using improved seed as a result

Table 5. Learning Questions

Learning Focus	Illustrative Learning Questions / Method(s)
	<p>of project interventions and indicated that improved seed increased the quality of the harvested crop).</p> <ul style="list-style-type: none"> - To what extent do farmers who use improved chili seedlings adopt MTENGO promoted/supported practices and/or technologies? (Part of annual survey with statistical sample of farmers regarding use of extension services and adoption rates). - Do farmers who have shifted to improved chili seedlings plan to remain working in this cash crop? If so, why? If not, why do they plan to shift to other crops? (Part of annual survey / Interviews with farmers who shifted to using improved chili seedlings)
<p>Soy Threshing</p>	<p>(1) Efficiencies using mechanized threshing vs more labor-intensive manual threshing</p> <ul style="list-style-type: none"> • <i>Regarding time efficiency: What is the difference in time to thresh one unit of soy (e.g., 50 KG bag, etc.) for those using mechanized threshing versus manual threshing?</i> • <i>Regarding cost: What is the difference in aggregate costs to thresh one unit of soy (e.g., 50 KG bag, etc.) for those using mechanized threshing versus manual threshing?</i> <p>(2) Higher quality soy leading to higher sale prices</p> <ul style="list-style-type: none"> • <i>Did farmers who used threshing services receive a higher sales price (i.e., Kwacha paid for each unit of yellow soy sold) than farmers who used manual threshing?</i> • <i>For farmers using the threshing services, what improvements in the quality of soy sold did you observe? (perception-based question)</i> <p>(3) Reduced post-harvest loss (PHL)</p> <ul style="list-style-type: none"> • <i>Did farmers who used threshing services experience a higher volume of sales (i.e., MT of yellow soy sold) per hectare of soy production than farmers who used manual threshing?</i> • <i>What was the estimated percentage of post-harvest loss for those farmers who used mechanized threshing versus those who used manual threshing?</i> <ul style="list-style-type: none"> ○ <i>For those farmers using manual threshing, what were the main post-harvest loss areas? (e.g., pods left behind, seed loss due to damage (bruising, cracking splitting), loss due to seeds mixing with debris, soil, etc.)</i> ○ <i>For those farmers using mechanized threshing, what were the main post-harvest loss areas? (e.g., improper calibration of mechanical thresher, seed shattering, aggressive/over-threshing, etc.)</i> <p>(4) Market Access</p> <ul style="list-style-type: none"> • <i>Were soy cooperatives / soy farmers that used threshers able to secure new market opportunities compared to before the thresher was received?</i> <ul style="list-style-type: none"> ○ <i>If so, what are the specific new market opportunities?</i> ○ <i>What factors led to new market opportunities for soy cooperatives/ soy farmers that used mechanical threshing? (e.g., better quality, larger volumes of production, etc.)</i> <p>(5) Thresher Utilization / Adoption</p> <ul style="list-style-type: none"> • <i>Approximately, what percentage of cooperative members used the threshers during the 2025 soy threshing season?</i> • <i>Are threshing services being used by non-cooperative members? If so, what are the characteristics of those non-members? (prompts: farm size, distance to cooperative with the thresher, etc.)</i> • <i>For farmers and cooperative members that are <u>not</u> using mechanized threshing, what are the main barriers to adoption? (e.g., cost, distance to thresher, availability of thresher, awareness of the service offering, etc.)</i>

Methodology

Based on the indicators to be assessed, and the research questions mentioned above, MTENGO anticipates that the proposals will feature quantitative and qualitative methods suitable for collecting data representative of project participants and probing into the experiences of those involved in MTENGO's implemented activities as well as gain recommendations from them. The evaluation firm is strongly encouraged to propose cost effective methods to respond to evaluation questions and approaches that will allow triangulation of data that are of particular interest. An evaluation plan outline including significance and rationale, study design and methodology, including sampling strategy, and data analysis plan, should be proposed as part of the technical proposal.

While designing the assessment methodology, the firm must take into consideration the MTENGO MEL Plan, PIRS, PMP, project work plans and other programmatic documents, as well as the evaluation design, methodology and MTENGO's Baseline Evaluation, and first annual survey from FY24.

The selected firm will be responsible for developing the data collection protocols, which should include *in-person surveys and interviews* and a detailed evaluation plan based on the outline submitted in the proposal. To assist in the design and comparability of the evaluation tools, MTENGO will provide baseline and FY24 Annual Survey tools with the selected evaluation firm. However, all final decisions regarding methodology will be made in collaboration with MTENGO.

The following methods and tools should be considered in the evaluation design:

- **Document Review.** The assessment team will find it useful to consult a broad range of background documents related to the agricultural sector and food safety policies and practices in the project's intervention areas, apart from program documents provided by Winrock.
- **Key Informant Interviews (KIIs).** KIIs are suggested to be conducted with local service providers, community leaders, partner financial institutions (e.g., representatives of Standard Bank) and firms, and other public and private sector partners (e.g. representatives from GIZ, Growth Pole, Total Land Care, etc.).
- **Focus Group Discussion.** The evaluation team will conduct focus group discussions with farmer participants from each target commodity (including ecosystems) and groups of community leader. Special attempts should be made to ensure participation and careful wording of the key questions.
- **Participant-Based Survey (FY25).** The evaluation team will carry out a survey of private sector participants. In parallel with the FY25 survey, the evaluation team will also collect the Cooperative Capacity Assessment. As outlined in the Evaluation Objectives Section 1 above, the survey will collect data from three types of participants to measure key outcome indicators for MTENGO: farmers, cooperatives and firms.

The evaluator will be required to use a reliable and tested web-based survey application to ensure efficiency in data collection and processing.

- **Cooperative Capacity Assessment (CCA).** The evaluator will conduct the FY25 cooperative capacity assessment of the approximately 35 cooperatives supported by MTENGO. This annual assessment tool was designed for an external party to facilitate the cooperative leadership and members to self-assess their capacity across the following areas: Governance and Legal Structure, Internal Financial Controls, Growth and Sustainability (production and membership growth), Performance Metrics / Yield Tracking, and Value and Volume of Sales. Each assessment should take less than a half day to complete per cooperative and should be carried out in-person and in coordination with the participant-based survey farmer visits.

Sample and Setting

PBS data will be collected in four MTENGO districts in the northern and central parts of Malawi, namely Mzimba, Nkhata Bay, Ntchisi, and Rumphu. However, depending on methodological and technical considerations, budget and timelines, the evaluation firm and Winrock International can jointly select target districts and villages. The firm must propose a sampling strategy that will result in a sample representative of the entire project area and is designed to allow for comparison with baseline and annual survey results.

The offerors are expected to calculate the sample size required using parameters including 95% confidence intervals and a 5% margin of error to estimate sample size for budgeting purposes. Separate, representative samples should be drawn for each of the four target commodities (i.e., banana, chili, honey, and soy) and a fifth group of ecosystems⁷ and remain consistent with Chapter 9 of the guidance provided in the Participant-Based Survey Sampling Guide for Feed the Future Annual Monitoring Indicators⁸. Survey sample size and the method for data entry and cleaning, sample calculations and analysis should be designed in collaboration with MTENGO management and the project's home office evaluation technical lead.

The evaluation firm is required to conduct data collection using mobile data collection software to facilitate automation of data processing and minimize human error.

Roles and Responsibilities

The evaluation firm will implement some or all the following activities, depending on the final evaluation design:

- Collect data including a collection of socio- demographic data and disaggregation by sex and age (following USDA required indicator disaggregation tables). The evaluation firm is responsible for creating an enabling environment for female and male, youth and adult participation.
- Complete a desk review of project documents (baseline data, routine monitoring data, etc.).
- In consultation with MTENGO, develop a detailed evaluation plan including evaluation study design, sampling protocols, data collection tools, data analysis plans, etc.) and timeline for the execution of the evaluation tasks (preferably a Gantt chart with work breakdown structure), and a Midterm report structure outline following USDA's Evaluation template.
- Ensure clarity of questions in the survey, particularly with consideration for languages spoken locally by target respondents.
- Conduct pilot testing (in the field) of all survey questionnaires and tools.
- Hire and manage a field team (supervisors and data collectors), preferably recruiting experienced staff with similar data collection experience in Malawi.
- Prepare reference documents for training and data collection, then train data collectors in-person.
- Arrange all fieldwork logistics.
- Oversee data collection and all required data entry or transcription, using appropriate quality control measures and supervision.
- Consolidate survey data from the FY25 Annual Survey into a database and input all indicator data and disaggregates into the prescribed Complex Indicator Excel template. Generate associated codebook to accompany the FY25 Annual Survey database.
- Prepare a standalone FY25 Annual Survey summary brief (~12-15 pages) highlighting key findings from the annual survey process including results from the Cooperative Capacity

⁷ Note that these farmers are not linked to a MTENGO target commodity.

⁸ [Participant-Based Survey Sampling Guide for Feed the Future Annual Monitoring Indicators \(agrilinks.org\)](https://www.agrilinks.org/)

Assessment.

- Present initial midterm evaluation findings and recommendations (drawn from their own conclusion, free from organizational or political pressure) to MTENGO MEL team and senior management team, and subsequently to USDA for feedback.
- Prepare a copy-edited and formatted midterm evaluation report in English using the USDA provided outline.
- Prepare a final midterm evaluation report that incorporates the feedback provided by the MTENGO team and USDA.
- Submit to MTENGO all the documents related to the evaluation and PBS (completed questionnaires, electronic versions of the collected data, transcripts, coded qualitative interview/focus group data, training manual, fieldwork logs, etc.).
- Arrange weekly status calls with the MTENGO MEL team and HO technical staff.
- Prepare a short stand-alone PPT (~20-25 slides) describing the evaluation design, key findings and other relevant considerations that serve to inform interested stakeholders of the midterm evaluation and is written in language easy to understand by non-evaluators and with appropriate graphics and tables.
- Present key findings delivered via webinar to MTENGO, Winrock Home Office team, and USDA representatives.
- A 2-3 page stand-alone brief describing the evaluation design, key findings and other relevant considerations.

The evaluation firm will be required to comply with the following **ethical** considerations:

- Meet all local and international standards of ethics in human subject research, complying with set ethical standards to maximize benefits and minimize harm to human subjects. This includes determining if Institutional Review Board approval is needed before the start of the data collection.
- Follow Winrock's policy on anonymity and confidentiality, child (youth) safeguarding policy, and privacy and personal data protection policy.
- Ensure that all respondents shall be taken through the informed consent process before being interviewed. All data shall be anonymized and no personally identifying information shall be published or disclosed to any external parties. For example, where valuations and "success stories" include names, identities, and photos of respondents, participants or other stakeholders, informed consent, including disclosure of how and why photos or information may be used, shall be obtained.
- Ensure the report clearly describes any identified ethical issues and how they will be addressed.

MTENGO will:

- Provide access to the research materials (i.e., Monitoring and Evaluation Plan, PMP, baseline evaluation, previous annual survey documentation, reports and protocols, participant databases, etc.) and will ensure that the contracted firm receives timely feedback on evaluation design, all data collection tools, translation, sampling strategy and other methodological components.
- Provide a complete list of:
 - Standard and customized performance indicators and their full definitions
 - MTENGO's participants database through July 2025
 - List of firms/cooperatives/implementing partners, etc. that receive grants and other support from the project
- Recommend and provide introductions to key stakeholders for interviews and other forms of data collection

- Submit midterm evaluation report to USDA for feedback and schedule webinar with USDA for presentation of key evaluation findings.

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 subcontract. 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 constitutes 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

Proposal Submission Deadlines

Proposals must be received no later than before the date and time indicated on the cover page 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.

All submissions are to be made electronically to mtengo@winrock.org.

Questions Submission Deadline

Inquiries/questions must be received no later than the date and time indicated in the cover page of this RFP and must be submitted via e-mail to mtengo@winrock.org. Winrock will review and respond to all potential offers as soon as possible.

Proposal Structure and Required Documentation

Offerors should submit 2 sets of proposals, including a technical proposal and cost proposal in separate files, with all pieces of the proposal labeled clearly. Each proposal should be typed in 12-point font with the exception of tables that can be provided in 10-point font. Submissions must be in English and typed single-spaced. All pages should be numbered and include the RFP reference number and name of organization on each and every page.

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

Technical Proposal

The technical proposal (not to exceed 13 pages) shall include:

- **Organization Information (1 page):** The applicant shall list legal business name, authorized contact including address, phone number and email; proof of business registration. Briefly describe the history, vision/objectives of the organization, legal/registration status, and organizational structure. A photocopy of the organization's registration certificate and latest audited financial statement should be attached as an annex.

This section should also state the organization’s legal status in Malawi, if applicable.

- **Analysis and Proposed Approaches/Methodologies (max. 5 pages):** Describe the underlying assumptions, conditions, and constraints that will inform the applicant’s approach and guiding principles to evaluation. Describe the proposed approaches and methodologies for addressing the research questions laid out in Evaluation Objectives 1 and 2. Describe the proposed sampling methods for quantitative surveys and qualitative data collection activities (i.e., KIIs, FGDs). 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. Clearly 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.
- **Work Plan (max. 2 pages)** The applicant shall propose an activity-based work plan that is consistent with the timeline, technical approach, and methodology described in the Scope of Work, structured around key milestones of the evaluation process and the annual survey. The work plan should follow the example illustrated in the table below. A Gantt chart can also be used to illustrate the work plan.

Table 6. - Illustrative Evaluation Workplan

Activity Milestones	Week 1	Week 2	Week 3	Week 4	Week 5	(Etc.)
Phase I – Engagement						
Inception Meeting						
Inception Report						
Work Plan Development						
<i>(Etc. as proposed by applicant)</i>						
Phase II – Research and Data Collection						
Work Plan approval						
Preparations, training & pilot testing						
Data collection						
Field-based interviews						
Data analysis						
Drafting of report						
Demobilization						
<i>(Etc. as proposed by applicant)</i>						
Phase III – Analysis and Reporting						
Collaborative editing of draft Evaluation Report						
Collaborative editing of Midterm Evaluation Report						
<i>(Etc. as proposed by applicant)</i>						

- **Proposed Level of Effort (1 page):** For the SOW response, the applicant shall propose the total number of person-days required at that skill level to fulfill each of the evaluation and annual survey-related activities. (For example, if 10 enumerators will work for 10 days on data collection, then 10 people x 10 days = 100 person-days). The table below

presents an example of how to document activity-based effort across the team:

Table 7. Illustrative Schedule of Activity-Based LOE for Team Members

Activity Milestones	Team Leader	Statistician	Senior Analyst(s)	Junior Field Staff
Phase I – Engagement				
Inception Meeting	## person-days	## person-days	## person-days	## person-days
Inception Report				
Work Plan Development				
<i>(Etc. as proposed by applicant)</i>				
Phase II – Research and Data Collection				
Work Plan approval				
Preparations and training				
Data collection				
Field-based interviews				
Data analysis				
Drafting of report				
Demobilization				
<i>(Etc. as proposed by applicant)</i>				
Phase III – Analysis and Reporting				
Collaborative editing of draft				
Evaluation Report				
Collaborative editing of Midterm Evaluation Report				
<i>(Etc. as proposed by applicant)</i>				
TOTAL DAYS:				

- Technical Experience and Past Performance References (max. 2 pages):** The applicant shall provide a summary of the organization’s technical capacity to conduct monitoring and evaluation in general – with particular focus on evaluations and annual surveys. The applicant should include details of contracts, grants, or cooperative agreements involving similar or related assignments within the last five 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 and/or email 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.
- Sample Technical Output (Annexed/Attached):** The applicant shall include one or more examples of a report or deliverable submitted to a client that relates to monitoring, evaluation, or economic analysis. The authors of the report(s) and/or deliverable(s) must include the Team Leader and other key personnel named in the Personnel and Team Composition section of the proposal.
- Personnel and Team Composition (max. 2 pages):** The applicant shall list and briefly describe the names, qualifications, and functions of the proposed evaluation team. This must include at least three key personnel – a Team Leader, a Statistician and at least one other professional. The Evaluation Team Leader and Statistician must meet the qualifications and

experience described in **Appendix B** – Evaluation Team Composition. The skills and qualifications for other key personnel are subject to the applicant's discretion. CVs of the three key personnel (not to exceed 5 pages for each) must be included as an annex to the technical proposal; up to three other CVs may be included for reference.

Financial Proposal

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

- Salaries. Includes personnel for technical assistance, data collection, data entry, and analysis, (e.g., staff, enumerators, supervisors, others). Costs associated with professional editing of the evaluation report and other key deliverables must be included.
- Per diem and Travel. Includes daily costs for lodging and meals and incidental expenses during training and field work, mode of transportation, vehicle rental, fuel, etc.
- Printing. Includes survey questionnaires (if applicable), training materials, other study tools, etc.
- Communications. Includes telephone, e-mail, Internet, etc.
- Supplies. Includes mobile devices for data collection, paper, pens, protective covers, other materials for field work.
- Training costs
- Other relevant costs

Cost quoted must include unit price, number of units, and total price in Malawi Kwacha. In addition, costs should also be converted and presented in US Dollars.

Additionally, the offeror shall submit a separate sheet with the fixed price for the anticipated deliverables under this RFP.

Evaluation criteria

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

A Proposal Evaluation Committee designated by Winrock will review the technical and financial proposals, assess, score, and rank them according to the technical (Table 9) and financial (Table 10) evaluation criteria shown in the tables. The proposals will be scored according to the points shown for each criterion. The technical proposal will carry 80% weight, and the financial proposal will carry 20% 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. Only firms that obtain more than 50 of 80 possible points in the technical proposal will have their financial proposal reviewed.

Criteria for Technical Evaluation

The technical evaluation criteria and allocated points are summarized in Table Table 8. Technical Evaluation Criteria9 below.

Table 8. Technical Evaluation Criteria

No.	Technical Criteria	Points
1	Experience of the Team & Team Composition (composed of 1a, 1b, 1c)	20

Table 8. Technical Evaluation Criteria

No.	Technical Criteria	Points
1a	Minimum of 5 years of demonstrated experience in designing and conducting evaluations and similar studies on agricultural and economic growth activities. Demonstrated knowledge of key value chains actors (banana, chili, honey, and soy).	5
1b	Knowledge of USG (USDA preferred or USAID) performance monitoring systems, conducting evaluations or assessments preferably for the commodities noted above in criterion 1a.	5
1c	Team Leader and Other Team Member(s) previous experience in similar assignments, as described in this scope of work.	10
2	Experience with Survey Design/Approaches/Methodologies, Data Collection, Data Analysis and Findings (composed of 2a, 2b, 2c)	45
2a	Appropriateness and quality of proposed approaches/methodologies. <i>Areas of focus include the quantitative and qualitative methods selected and how the methods will be implemented. Address research questions with proposed data sources for each evaluation area. Propose a statistical sampling method for annual survey and sampling for qualitative-related tasks. Detail risks/threats and proposed actions to mitigate them.</i>	35
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.	5
3	Evaluation Planning and Management	15
3a	Proposed work plan activities and timeframe.	10
3b	Verified references	5
Total technical points (1 + 2 + 3)		80

Criteria for Financial Evaluation

The financial proposal shall include a calculation of total compensation based on the level of effort (LOE) described and the daily rates proposed for the various positions. All other direct costs (e.g., travel, logistics, materials, etc.) will be negotiated with the applicant after selection based on the LOE and daily rate criteria.

The financial evaluation criteria and allocated points are detailed in Table 9 below.

Table 9. 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.	10
2	Detailed budget explanations and justification of costs.	10
Total financial Points (1 + 2)		20

Award

Winrock will review all proposals, and make an award based on the evaluation criteria stated above and select the offeror whose proposal represents the best value to MTENGO. Winrock may also exclude an offer from consideration if it determines that an offeror does not pass due diligence.

Cost will primarily be evaluated for realism and reasonableness. Winrock may award 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 an offeror without discussions. Therefore, the initial offer must contain the offeror's best price and technical terms. An award can only be made to firms with a Unique Entity Identifier (UEI) who are registered with SAM.gov. More information on the application process for UEI can be found [here](#).

Anticipated Deliverables, Payments, & Dates

Deliverables

All deliverables under this assignment are internal to the evaluation team, Winrock and USDA, unless otherwise instructed by Winrock. Key evaluation deliverables are as follows. Table 10 below provides a list of select key milestones and targeted dates.

1. Weekly Updates (for FY25 PBS & Evaluation)

To ensure ongoing communication, the Evaluation Team Leader will provide a bulleted weekly e-mail update to the MTENGO MEL Manager and Winrock home office reporting on progress. Any delays must be communicated immediately to Winrock to allow quick resolution and minimize any disruptions to the evaluation process. Emerging opportunities to strengthen the evaluation should also be discussed with the MTENGO MEL Manager as they arise. Weekly check-in calls will also be led by the Evaluation Team Leader.

2. Inception Report and Work Plan (for FY25 PBS & Evaluation)

This short document will summarize the agenda and conclusions of the inception meeting, which will involve the firm, selected members of MTENGO, and representatives from the Winrock home office. During the meeting, the evaluation team will review and discuss the SOW in its entirety, clarify team member roles and responsibilities, present the work plan and data collection methods, and review, and clarify logistical and administrative procedures for the assignment.

Based on the outcome of the inception meeting and report, the evaluation team will provide a revised work plan to the Winrock home office and MTENGO field level project management team. MTENGO will provide necessary feedback or edits, after which the evaluation team will have 3 days to submit a final version of the document.

At a minimum, the inception report and work plan should include (a) a task timeline (integrating the FY25 annual survey/cooperative capacity assessment, evaluation-related activities), (b) a description of the methodology to answer each evaluation question, (c) team roles & responsibilities, (d) document review process, (e) draft key informant and stakeholder meetings, and (f) draft and final report outlines.

3. Detailed Evaluation & Survey Plan (for FY25 PBS & Evaluation)

This deliverable will expand upon the analysis and approaches/methodologies proposed by the evaluator in the technical proposal. It will serve as a guiding framework for the rest of the evaluation

and will be included as an annex in the Midterm Evaluation Report. The evaluator will provide draft versions of the quantitative (e.g., participant-based survey for FY25, etc.) and qualitative data collection instruments to be applied and how they will be applied during the evaluation. It will also include a sampling and associated field visit plan. After acceptance of the evaluation methodology and data collection instruments by MTENGO, the evaluator will train survey enumerators, supervisors, interviewers, documenters and data encoders, for the sample survey data collection, as proposed in the SOW submission, and appropriate to the scope of work. The training should include field pre-testing of the instruments in select project sites. Training activities should be documented in a training report.

4. Training Report (for FY25 PBS & Evaluation)

After approval of the Evaluation & Survey Plan (including the final survey methodology and data collection instruments), the selected firm will train enumerators for data collection activities. The training event should include 2 days of training at a minimum and dedicated time to pre-testing the survey instruments. Training activities should be documented in a training report that includes 1) agenda for enumerator training, 2) participant attendance lists from training, 3) a list of trainees who completed Winrock Ethics Training, 4) presentation slides (PPTs, etc.) and/or handouts provided during training, 4) logistics plans for data collection, and 5) revised data collection tools incorporating post-pilot testing changes, etc.

5. Annual Survey Reporting Tables, Datasets, & Codebook (for FY25 PBS)

Final FY25 PBS indicator (including the Cooperative Capacity Assessment results) data will be aggregated and reported in Excel tables, including all required USDA disaggregates. A detailed template and examples tables from the recent baseline data collection will be provided to the selected firm. The firm is also responsible for submitting final, anonymized clean PBS datasets (in Excel) and a supporting codebook.

6. Annual Survey Summary Report (for FY25 PBS)

The survey team will prepare a stand-alone survey brief (~12-15 pages) describing the survey design, sampling, and summarizing FY25 results for each of the outcome indicators including the CCA findings. The brief should be submitted to Winrock electronically in English and be free of personally identifiable information (PII) and proprietary information. A survey brief template will be provided to the firm upon award.

7. Draft Midterm Evaluation Report

A *Preliminary Draft Evaluation Report* must be submitted to Winrock headquarters and the MTENGO MEL Manager per the timeline in Table 10. Winrock will provide comments to the evaluation team within a week. A *Revised Evaluation Report* will then be submitted to Winrock no later than one week after receiving comments. The Revised Evaluation Report will incorporate responses to comments on the preliminary draft and those presented in the virtual debriefing (see next deliverable). The written report should clearly describe findings, conclusions, and recommendations in separate sections. **Appendix C** presents an outline of the reporting requirements. The report should answer all the evaluation questions, and the structure of the report should make it clear how the questions were answered. The draft report must have well-constructed sentences that are presented in a way that clearly presents findings, conclusions, and recommendations. The draft report must be of a high quality with no grammatical errors or typos and must include an indicator table with measured actual data. A report is high quality when it represents a thoughtful, well-researched and well-organized effort to objectively evaluate what is working on MTENGO, what is not working, and why.

8. Virtual Debrief to USDA

This 1-hour session will be attended by MTENGO staff, the home office project team, and USDA, to be conducted virtually. The event will serve to present and discuss the key findings, conclusions

and recommendations stemming from the evaluation. Input from the stakeholders can be used to refine the draft Evaluation Report.

9. Final Midterm Evaluation Report

The evaluation team will submit the Revised Draft Evaluation Report to Winrock electronically in English. To the extent possible, all information that is compiled from field-based data collection activities should be (i) provided in an electronic file in an easily readable format; and (ii) organized and fully documented for use by persons not fully familiar with the project or the evaluation. The report format should follow the template for drafting evaluation reports for USDA-funded International Food Assistance Projects. This template will be provided to the firm upon award.

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

The Midterm Evaluation Report will be professionally formatted and copy edited by the evaluator and submitted to USDA for publication in accordance with the USDA Monitoring and Evaluation Policy. The evaluator shall provide a copy of the evaluation report that is free of personally identifiable information (PII) and proprietary information. Winrock will sign and return the USDA public evaluation disclosure statement with the final version of the evaluation report. Copies will be distributed via email to partners and key stakeholders for free distribution. Upon completion of the project, the Midterm Evaluation Report will be archived on Winrock’s home servers and will remain available upon request.

Note that all final qualitative datasets, codebooks, and any supporting analysis materials should be submitted at this time as well.

10. Learning Reports for chili seedlings and agricultural entrepreneurship

The evaluation team will submit separate chili seedling and agricultural entrepreneurship learning reports to Winrock electronically in English. Each learning report should be 15-18 pages in length. Winrock will review and edit the draft learning reports as needed and engage the Evaluation Team Leader in this process. A learning report template will be provided to the firm upon award.

Note that all final qualitative datasets, codebooks, and any supporting analysis materials should be submitted at this time as well.

Payments and Completion Dates

Upon the award of a subcontract, the deliverables and deadlines detailed in the below table will be submitted to Winrock. Payment will be made within 30 calendar days upon acceptance and approval of a deliverable and Invoice by Winrock. Note that throughout the life of subcontract, the Evaluation Team Leader will provide weekly email updates to MTENGO and Winrock headquarters on progress. Unless stated otherwise, the deliverable dates below are for the final versions.

Table 10. Key Milestone and Payment Dates

#	Activities	Estimated Due Date	Deliverables	Amt (% of total)
1	Award and Contract Signing	May 15, 2025	Fully executed contract	--
2	Inception meeting (kick-off) with MTENGO team to discuss the MTE and annual survey design and gain full alignment on the evaluation requirements.	June 2, 2025	--	--

Table 10. Key Milestone and Payment Dates

#	Activities	Estimated Due Date	Deliverables	Amt (% of total)
3	Desk Review of MTENGO project-related documents, including the USDA MEL Policy, relevant USDA Indicators and Definitions Handbook, MEL Plan, Performance Monitoring Plan, Baseline Evaluation and previous FY24 annual survey, etc.	Ongoing - June 2025	--	--
4	Inception Report & Work Plan (for FY25 PBS & Evaluation) including a task timeline, methods description for each evaluation question, R&Rs, document review process, etc. <i>(note that the draft should be submitted to MTENGO 1 week prior to the deadline to ensure approval by the due date).</i>	June 20, 2025	Approved Inception Report	10%
5	Detailed Evaluation & Survey Plan (for FY25 PBS & Evaluation) including draft quantitative and qualitative data collection instruments, sampling plan, field visit plan, detailed evaluation methods, etc.	July 22, 2025	Approved Detailed Evaluation & Survey Plan	30%
6	Training Report of Enumerators/Data Collectors covering MTENGO project background, confidentiality and Do No Harm (dignity, rights, safety and privacy) considerations, data collection tools using a mobile app, and interviewing skills.	August 8, 2025	Approved Training Report	--
7	Field work completed for the PBS and Cooperative Capacity Assessment	September 8, 2025	Quant. Field Work Completed	--
8	Field Work completed for FGDs and/or KIIs	Early October 2025	Qualitative datasets	--
9	Annual Survey Reporting Tables, Datasets & Codebook (for FY25 PBS). Organize all data collected; consolidate survey data into a database, exportable into a MTENGO-prescribed MS Excel template. Provide final quant. datasets and codebook.	October 3, 2025	Approved quantitative survey data in a MTENGO-prescribed MS Excel template	10%
10	Annual Survey Summary Report (for FY25 PBS) describing the survey design, sampling, and summarizing FY25 findings for each survey indicator including the Cooperative Capacity Assessment.	October 15, 2025	Approved Survey Summary	10%
11	Draft Midterm Evaluation Report in the format prescribed in Appendix C shared with MTENGO team for review and feedback.	November 14, 2025	1st draft of Evaluation Report	10%
12	Revised Midterm Evaluation Report submitted to USDA for approval. <i>Note that the firm can anticipate a handful of internal reviews over ~3 weeks with MTENGO before the revised draft is ready for submission to USDA.</i>	December 3, 2025	Midterm Evaluation Report for submission to USDA	--
13	Virtual Debrief session to present draft evaluation findings to Winrock / USDA	Early December 2025	Approved presentation materials	--
14	Draft Learning Summary Reports for (1) Chili Seedlings and (2) Agricultural Entrepreneurship submitted to MTENGO for review and comments.	December 15, 2025	1 st Draft of Learning Summary Reports	--

Table 10. Key Milestone and Payment Dates

#	Activities	Estimated Due Date	Deliverables	Amt (% of total)
14	Finalization of Midterm Report and creation of final PII-free version of the report per funder requests. Available for follow-up and clarification questions. <i>Note that all final qualitative datasets, codebooks, and any supporting analysis materials should be submitted at this time as well.</i>	December 31, 2025	Approved Midterm Evaluation Report by USDA	20%
	A 2-3 page stand-alone brief describing the evaluation design, key findings and other relevant considerations.	December 31, 2025	2-3 page Evaluation Brief	--
15	Finalization of Learning Summary Reports for (1) Chili Seedlings and (2) Agricultural Entrepreneurship and approval by MTENGO.	January 15, 2026	Learning Summary Reports Approved	10%

Please note that:

- **The fixed price for the deliverables is inclusive of all taxes.**
- **The anticipated deliverables and associated payments may be adjusted based on agreement between the firm and Winrock International (after successful firm is selected)**

Confidentiality Statement

Where no notice is given, all information contained herein is Copyright 2021 Winrock International.

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

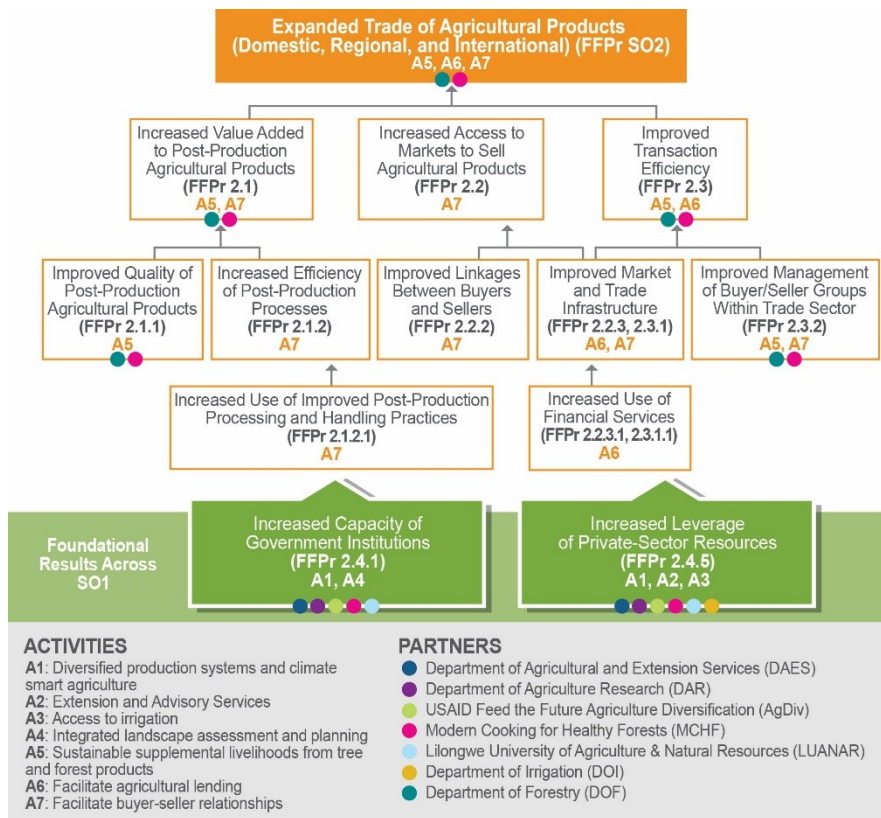
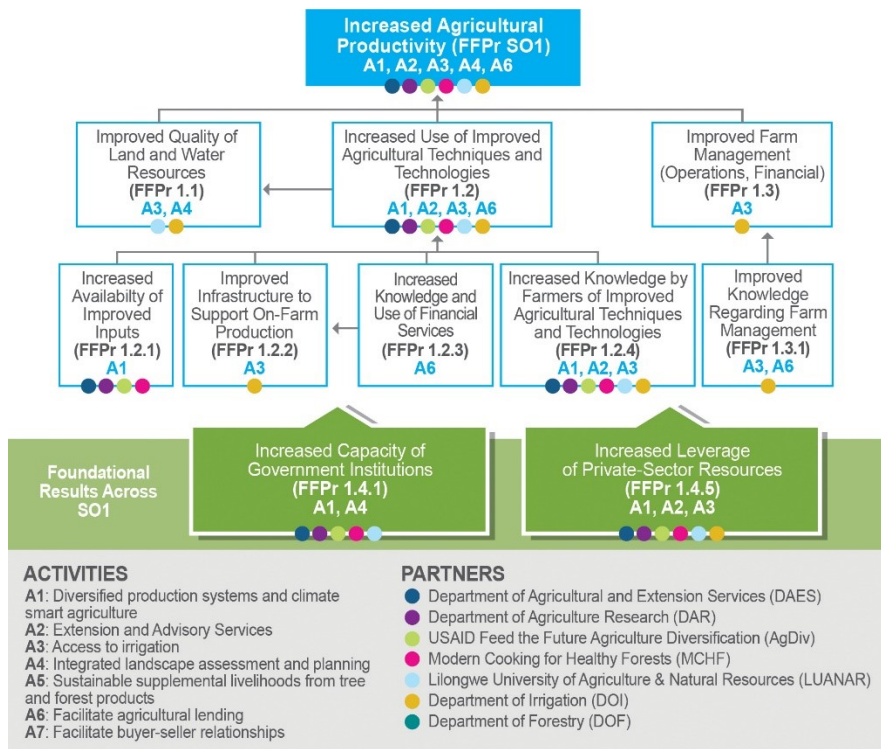
principals of the offeror have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and (iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(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.

Appendix A. Project Results Framework



Appendix B. Evaluation Team Composition

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

Team Leader/Evaluation Specialist. The Team Leader will provide overall leadership for the team in Malawi, and will draft the evaluation design, coordinate activities, arrange weekly meetings with MTENGO/Winrock, consolidate individual input from team members, and coordinate the process of assembling the final findings and recommendations into a high-quality document. Note that MTENGO's MEL Manager and Technical Director will work collaboratively with the selected firm to invite stakeholders to participate in the evaluation and provide key logistical support during the site visits. Additionally, timely on-the-ground site visit support will be provided by MTENGO's MEL officers and district-based field officers.

The Team Leader will lead the preparation and presentation of the key evaluation findings and recommendations to MTENGO staff at Winrock headquarters and other key stakeholders. The evaluation Team Leader will report to MTENGO's Chief of Party and MEL Evaluation Manager and coordinate in the field with MTENGO MEL and technical staff as needed to acquire necessary information, contact local partners and key informants, and facilitate annual survey visits. It will be the responsibility of the Evaluation Team Leader to ensure the communication and coordination needed to produce the field-based information needed for the evaluation.

Minimum qualifications include:

- a post-graduate degree in agricultural economics, agribusiness management, enterprise development, economics, or an applicable social sciences field – or 10+ of similar experience at the senior level
- a minimum of 15+ years of professional work experience in donor-funded development programming and/or economic development
- demonstrated experience leading at least two evaluations of projects with similar scope and complexity within the past 5-7 years
- extensive experience conducting quantitative and qualitative evaluations and strong familiarity with agriculture, market systems, value/supply chain development, etc.
- familiarity with USG regulations and systems, including project management, budgeting, and financial analysis and reporting
- fluency in English and excellent communication skills – particularly writing.

Statistician: The Team Leader will be supported by a team consisting of one or more members possessing a diverse and complementary set of technical capacities, including a Statistician skilled in the following:

- sampling and survey design – including experience creating data collection tools, calculating sample sizes and determining appropriate sampling methods, completing sample weighting of data, and working with large datasets (total sample size of over ~1,000) for USAID-Feed the Future and/or USDA – Food for Progress projects.
- qualitative and quantitative approaches and methodologies for data collection, quality assurance, an analysis

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, determining appropriate

sampling methods, and working with large datasets

- technical research and/or work experience related to MTENGO's commodities
- 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.

Appendix C. Report Requirements

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, or institutional, 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 of the Evaluation** – 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. Evaluation Design and Methodology

- 2.1. **Evaluation Questions** - List the evaluation questions in the context of relevance, effectiveness, efficiency, impact, and sustainability (as outlined in the Midterm evaluation TOR).
- 2.2. **Evaluation 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., 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 demographic 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. Evaluation Limitations - Outline key limitations of the evaluation (for example: lack of baseline data; selection bias as to sites, interviewees, comparison groups; seasonal unavailability of key informants; contamination of control groups, etc.) and how these were mitigated.

3. **Findings** - Findings are empirical facts based on data collected during the evaluation and should not rely only on opinion, even of experts. It should report both qualitative and quantitative data and 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 effects based on sex, 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 intersectional issues, as relevant.

Annexes – All relevant annexes should be part of the report. Annexes that are required for USDA evaluations 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 USDA requires evaluators to submit a version of the report free from personally identifiable information (PII). Items that should NOT be included in the Annexes (or anywhere in the report) include: 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.*

Appendix D. 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.

- 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 reserve the right to terminate this Purchase Order to demand a refund or take other appropriate measures if the Vendor is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

- 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.
- 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.
- 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.

Appendix E. List of Cooperatives by District

List of MTENGO Supported Cooperatives	Value Chain	District			
		Mzimba	Ntchisi	Rumphi	Nkhata Bay
Sopani Cooperative	Soy		Yes		
Chidwichathu Cooperative	Soy		Yes		
Kazanga Cooperative	Soy		Yes		
Lambulira Cooperative	Soy		Yes		
Nambamba Cooperative	Soy		Yes		
Mawiri Cooperative	Soy		Yes		
Dete Cooperative	Soy		Yes		
Vibangalala Cooperative	Soy	Yes			
Kajipalire Cooperative	Soy	Yes			
Chemakapenje Cooperative	Soy	Yes			
Mujikole Cooperative	Soy	Yes			
Muelalumbo Cooperative	Honey	Yes			
Umoza Cooperative	Banana	Yes			
Kapiri Cooperative	Soy	Yes			
Tokatoka Cooperative	Soy	Yes			
Jandalala Cooperative	Soy	Yes			
Jayi Cooperative	Banana	Yes			
Kabunduli Cooperative	Soy				Yes
Lweya Cooperative	Soy				Yes
Phwechi Cooperative	Banana				Yes
Mbawemi Cooperative	Soy				Yes
Kaboko Cooperative	Banana				Yes
Chinguluwe Cooperative	Banana				Yes
Chisala Cooperative	Soy				Yes
Uwanju Cooperative	Soy				Yes
Mpamba Mbwadu Cooperative	Soy				Yes
Khama Cooperative	Soy				Yes
Kanthete Cooperative	Soy				Yes
Hewe/Mwazisi Cooperative	Soy			Yes	
Livingstonia Cooperative	Honey			Yes	
Lunyina Cooperative	Banana			Yes	
Magamo Cooperative	Banana			Yes	
Yield Cooperative	Honey			Yes	
Phogodo Cooperative	Honey			Yes	
Kankhomi Cooperative	Honey			Yes	