

Women Economic Empowerment Through Cashew Processing in WAEMU (WEECAP)



REQUEST FOR PROPOSAL - BASELINE EVALUTION

Issued: May 28, 2025



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RFP No.	RFP-WI-WEECAP-2025-05-06
Issue Date	5/28/2025
Title	Baseline Evaluation
Issuing Office & Email Address for Submission of Proposals	Women Economic Empowerment Through Cashew Processing in WAEMU (WEECAP), Winrock International. Email: Inoussa Kabore, MEL Director (Inoussa.Kabore@winrock.org) with a copy to Safal Khatri (safal.khatri@winrock.org).
Deadline for Questions/ Proposals Submission ¹	Questions Due Date: 4-June-2025 , 5:00 PM Abidjan time (GMT+0) Notification of responses to bidders' questions: 6-June-2025 Proposal Due Date: 18-June-2025 11:00 PM Abidjan time (GMT+0)
Point of Contact	Inoussa Kabore, MEL Director (Inoussa.Kabore@winrock.org)
Anticipated Award Type	Firm Fixed Price Subcontract

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

Introduction

The Women Economic Empowerment Through Cashew Processing in WAEMU (WEECAP) project is a five-year project funded by the Mastercard Foundation and implemented in partnership with CARE. WEECAP will provide low-income youth and other individuals in need, with opportunities to develop business opportunities in the cashew industry. The Program pillars are designed to meaningfully and sustainably relieve poverty by creating stable job opportunities in the cashew sector. The Proposal describes why the cashew industry is targeted as an industry that can provide opportunities to improve the livelihoods of low-income youths, in particular young women, in the target countries of Senegal, Côte d'Ivoire, and Guinea Bissau. The Program is designed to prioritize development of opportunities for young women to succeed in the cashew sector due the availability of opportunities for young women within that sector.

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

Scope of Work

1. Project Background

WEECAP's theory of change is that if the project can help 1) develop, implement, and train on a gender and safeguarding framework; 2) strengthen the capacity of local processors to compete in domestic, regional, and international cashew markets and invest in the upstream and downstream linkages needed for them; and 3) scale market-driven supply and production chain service models that create new employment and entrepreneurship opportunities for young women and men in agriculture-adjacent sectors 4) provide access to finance and technical assistance for businesses in need (prioritizing youth-led enterprises) and 5) support inclusive policies development, then stable job opportunities will be created for women and youth in the region that will lead to meaningful and sustainable poverty alleviation.

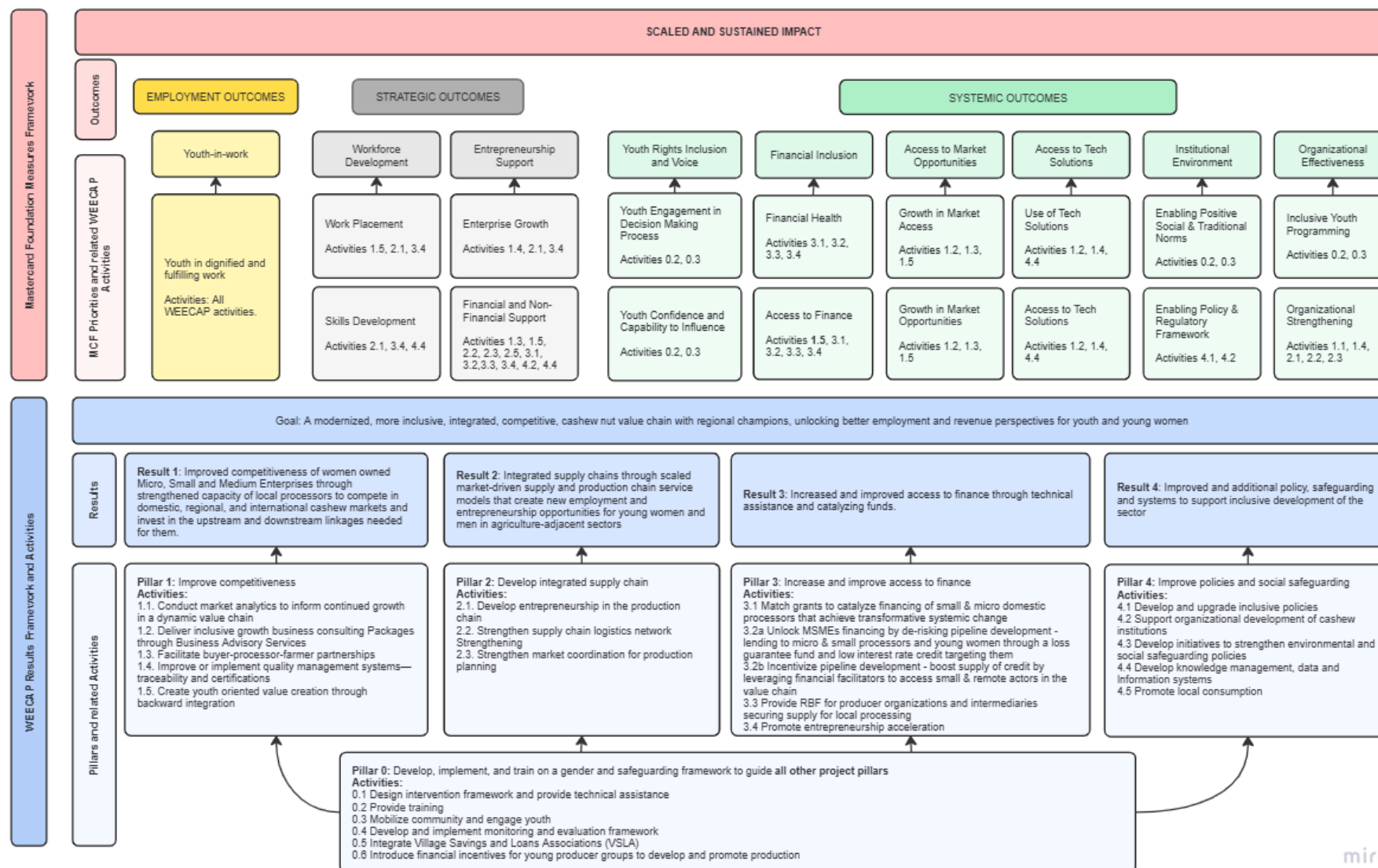
WEECAP uses the following five pillars and related activities and their respective outputs and outcomes to address the objectives identified in the Results Framework (Figure 1):

- **Pillar 0** will involve the development, implementation, and training on a gender and safeguarding framework to ensure the Program and pillar designs are gender responsive and effectively addressing opportunities for women in the cashew industry.
- **Pillar 1** will strengthen the capacity of local processors to compete in domestic, regional, and international cashew markets and invest in the upstream and downstream linkages needed for them to catalyze employment for young women and men. It will provide business development and market intermediation support to micro, small, and medium enterprises (MSMEs) in the cashew industry that demonstrate strong social return on investment potential for young women and men, prioritizing women-owned, youth-led enterprises.
- **Pillar 2** will scale market-driven supply and production chain service models that create new employment and entrepreneurship opportunities for young women and men in agriculture-adjacent sectors. It will provide market-linked capacity building to young producers and entrepreneurs, prioritizing youth-led producer organizations and service providers, and training them in market-oriented opportunities in the cashew industry.

- **Pillar 3** will involve providing access to finance and technical assistance for businesses in need (prioritizing youth-led enterprises), catalyzing existing funds, and increasing lending by financial institutions within the cashew industry.
- **Pillar 4** will support inclusive policies development to promote the cashew industry at a regional and national level and to promote local consumption/demands of cashew products in the marketplace while ensuring health, safeguarding and safety of workers.

The following results framework lists all the planned activities for each of the pillars. The framework also lists key outcomes and priorities of Mastercard Foundation's Measures Framework and links each activity with the related priorities.

Figure 1: WEECAP Results Framework aligned with Mastercard Foundation Shared Measures Framework (Draft)



2. Objective of the Baseline

WEECAP's Monitoring, Evaluation, and Learning (MEL) team is conducting a baseline evaluation to establish the baseline for project M&E efforts. The overall objective of the baseline study is to establish a comprehensive, quantitative, and inclusive foundation to inform the implementation, targeting, and measurement of the WEECAP program across Côte d'Ivoire, Senegal, and Guinea-Bissau.

The baseline will go beyond collecting initial indicator values; it will generate strategic insights into the economic, institutional, and social dynamics of the cashew value chain—while also identifying gender gaps, inclusion challenges, and safeguarding concerns. Particular emphasis will be placed on the participation of young women and men, persons with disabilities, and displaced populations across all levels of the sector.

Additionally, the baseline will lay the groundwork for assessing program performance in line with the OECD/DAC evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability.

3. Baseline Assessment Questions

The Baseline Assessment questions are overarching questions that will help guide the line of inquiry needed to evaluate the program. These questions are answered by data collected through multiple methods, data points and data sources, and are aligned with OECD evaluation criteria listed above. Most of the impact and effectiveness-related baseline assessment questions will be answered by data collected for indicators. Whereas most of the relevance, efficiency, and sustainability related questions will be answered by data collected for those specific purposes. The list below is the general evaluation questions that shall be investigated through this baseline.

a. Baseline Values for Key Indicators

This component aims to establish a robust baseline for key performance and impact indicators, including disaggregation by sex, age, geographic location, and firm type.

Key Evaluation Questions:

- What are the baseline values for each of the core WEECAP performance and impact indicators?
- What data gaps exist for these indicators, and how can they be verified or filled through field data collection?
- Are the original program targets realistic in light of baseline findings, and what adjustments might be needed?
- What types of employment opportunities currently exist around processing units, and what is the potential for job creation (new, additional, or improved), particularly for young women?

b. Inclusion, Gender, and Safeguarding

This component focuses on identifying structural inequalities, access barriers, and social norms

that influence the participation and empowerment of young women and men, including persons with disabilities and displaced populations, across the cashew value chain.

Key Evaluation Questions:

- What economic, social, and institutional barriers limit the meaningful participation of women, youth, persons with disabilities, and displaced populations in the cashew sector?
- How are gender roles, power dynamics, and decision-making responsibilities distributed across the value chain?
- What inequalities exist in access to resources, income, training, markets, and leadership opportunities?
- To what extent are gender, age, and inclusion dimensions currently integrated into partner institutions, producer organizations, and processing firms?
- What are the existing safeguarding risks, including gender-based violence, harassment, and exploitation, within cashew-producing communities and enterprises?
- What formal or informal mechanisms are in place to prevent, detect, and respond to safeguarding concerns?
- What strategies and actions could promote transformative gender equality, greater youth inclusion, and the creation of safe and equitable work environments?

c. Access to Finance and Financial Inclusion

This component explores the financial ecosystem supporting the cashew sector and assesses the barriers, gaps, and opportunities that limit or enable access to finance—particularly for young women and men, youth-led enterprises, persons with disabilities, and displaced populations.

Key Evaluation Questions:

- What types of financial services (e.g. credit, equity, guarantees, leasing, in-kind loans) are currently accessible to value chain actors, including producers, micro-, small-, and medium-sized processors?
- Which financial institutions or providers are active in the sector, and what are their service models, outreach strategies, and eligibility requirements?
- What are the main barriers (structural, institutional, social) that prevent young people, women, and marginalized groups from accessing financing?
- What types of financial products or instruments are missing or underdeveloped in the cashew sector?
- How do youth- and women-led enterprises currently interact with financial services, and what models show the most promise for inclusive scale-up?

d. Policy and Institutional Environment

This component seeks to assess the enabling environment for the cashew sector, including policies, regulations, standards, and the institutional landscape that may support or hinder

inclusive and sustainable growth.

Key Evaluation Questions:

- What national and regional policies, frameworks, standards, or regulations currently govern the cashew sector in Côte d'Ivoire, Senegal, and Guinea-Bissau?
- How coherent and aligned are these policies with WEECAP's objectives, particularly regarding youth employment, women's empowerment, and inclusive value chain development?
- What gaps, contradictions, or implementation challenges exist within the policy and regulatory environment?
- What are the roles and capacities of key public and private institutions in shaping the sector?
- To what extent does the current institutional ecosystem promote fair market access, local processing, and the inclusion of marginalized actors?

e. OECD/DAC Evaluation Criteria

This component ensures that the baseline provides early insights into how the WEECAP program aligns with internationally recognized evaluation standards for development effectiveness.

Key Evaluation Questions:

- **Relevance:** To what extent are WEECAP's interventions aligned with the needs, priorities, and aspirations of target populations (especially youth and women), as well as with national development and agricultural strategies?
- **Effectiveness:** How likely is the program to achieve its intended outcomes, based on initial conditions and identified barriers?
- **Efficiency:** Are the program's resources and delivery mechanisms likely to produce value for money? Could similar results be achieved through alternative approaches?
- **Impact:** What medium- and long-term changes can be anticipated as a result of the program, including intended and unintended effects, direct or indirect?
- **Sustainability:** What is the likelihood that the program's benefits—such as employment, improved market access, and institutional strengthening—will endure after the end of the intervention?

In addition to these evaluation questions, we may include some questions related to supply chain profiling or market driven social return on investment in the baseline, to be asked of the stakeholders that will be interviewed. This will help inform the intervention plans.

4. Methodology

Methodology:

The baseline study will employ a **mixed-methods approach** to collect the information needed to address the five thematic evaluation areas outlined above. This approach will combine quantitative and qualitative data to ensure that the study not only establishes baseline indicator values but also generates rich contextual insights into market dynamics, gender and social inclusion, and institutional factors that affect participation and performance across the cashew value chain in Côte d'Ivoire, Senegal, and Guinea-Bissau.

a. Quantitative Data Collection (Participant-Based Survey)

The baseline will include quantitative data collection through a structured survey administered to a statistically representative sample of individuals and enterprises involved in the cashew sector across Côte d'Ivoire, Guinea-Bissau, and Senegal.

Target Respondent Groups:

The survey will target both potential and current program participants, including:

- Micro, small, and medium cashew processors
- Cashew producers affiliated with cooperatives or producer organizations (POs)
- Collectors, aggregators, and service providers
- Youth- and women-led enterprises
- Workers employed in cashew processing (formal and informal sectors)

The questionnaire will capture baseline values for key performance, outcome, and impact indicators, with systematic disaggregation by Sex, Age group, Disability status, Geographic location, Type and size of enterprise, Employment status

Geographic Scope and Sector Context:

- Guinea-Bissau: Cashew is cultivated in all regions, involving an estimated 650,000 producers, across 513,533 hectares, with production reaching 300,000 tons of raw nuts in 2021.
- Côte d'Ivoire: Cashew production is concentrated in eight key regions (Béré, Denguélé, Savanes, Worodougou, Vallée du Bandama, Zanzan, Haut Sassandra, and Bafing), involving 450,000 producers across 1.4 million hectares, and producing 968,676 tons in 2021.
- Senegal: Production is concentrated in Kolda, Ziguinchor, Sédhiou, and Fatick, with 135,000 producers across 300,000 hectares, and production of 85,000 tons in 2023.

Sampling Strategy:

A statistical sample shall be drawn from the cashew sector population in each country, focusing

on members of approximately 252 firms targeted by WEECAP and members of major cashew cooperatives and value chain actors in high-production regions within these countries. Program interventions will be administered through the help of these firms and actors. Therefore, sample of potential program participants (population) should be based on the individuals that can be reached by these firms and actors.

Where appropriate, stratification will be applied at the country, regional, and actor-type levels. Sampling may be narrowed to selected districts within cashew-producing zones for feasibility.

The sample size will be calculated to ensure representativeness, with 95% confidence level, 5% margin of error and 80% power.

b. Qualitative Data Collection

For qualitative data collection, a purposive sampling approach will be used to ensure the inclusion of relevant stakeholders and the representation of diverse voices and experiences. This approach will allow the baseline team to capture nuanced perspectives across the cashew value chain and the socio-institutional landscape in the three target countries.

Whenever possible, at least three representatives per stakeholder type will be interviewed in each country.

Whenever applicable, diversity and inclusion criteria will be applied to ensure disaggregation of participants by gender, age group, disability status, displacement status, and region. This ensures that the views of young women and men, persons with disabilities, and marginalized groups are systematically reflected in the baseline findings.

Key Informant Interviews (KIs)

Semi-structured interviews will be conducted with key actors at the enterprise, service, and institutional levels:

- Enterprise-level actors:
 - Owners and managers of MSMEs in cashew processing
 - Financial or operations managers
 - Youth and women representatives within firms
- Service providers:
 - Input suppliers (e.g. seedling, shelling equipment)
 - Transporters and logistics actors
 - Providers of packaging, traceability, training, and business development services
- Institutional stakeholders:
 - Officials from relevant ministries (e.g. Agriculture, Industry, Employment, Youth, Women)
 - Representatives from cashew inter-professions or regulatory bodies

- Banks and MFIs with cashew-related financial products
- NGOs and development partners involved in the sector

These KIIs will provide insights on systemic issues such as financing access, investment readiness, service ecosystem quality, market linkages, inclusion policies, and safeguarding systems.

Focus Group Discussions (FGDs)

FGDs will be used to explore perceptions, norms, and lived experiences in a group setting. They will be conducted with:

- Young women processors
- Young men in processing and services
- Female collectors or market sellers
- Workers with disabilities
- Youth in cooperatives or informal producer networks
- Mixed community stakeholder groups

The FGDs will explore inclusion, access to services, employment aspirations, power dynamics, and safeguarding concerns in cashew-related activities.

c. Secondary Data Review

The study will also review and triangulate relevant secondary data to complement primary findings, including:

- Existing cashew value chain studies and market analyses
- Government reports and sector statistics
- Financial access and inclusion data (e.g. from BCEAO, banks, regulators)
- WEECAP program documentation and results framework
- Labor and employment datasets from ILO, FAO, and national sources

5. Roles and Responsibilities

a. The role of the evaluators

The selected evaluation firm will be responsible for the design, coordination, and implementation of the baseline study, following the methodological and ethical standards of the program. Activities will be organized into three main categories:

Preparation of Tools and Planning

- Review relevant WEECAP program documents and existing data (e.g., results frame, monitoring data, midline, etc.)
- Develop a comprehensive evaluation plan, including:

- Evaluation design and methodology
- Sampling approach
- Data collection instruments
- Data analysis plan
- Quality assurance and risk mitigation measures
- Final report outline
- Translate and pilot all data collection tools in relevant local languages
- Prepare enumerator manuals and training content

Preparation of Logistics and Field Teams

- Recruit and train experienced supervisors and enumerators, ensuring gender balance and inclusion
- Coordinate all logistical aspects of fieldwork (transportation, devices, lodging, etc.)
- Ensure that data collectors are trained in ethical protocols, privacy protection, and inclusive participation (Do No Harm, confidentiality, safeguarding)

Data Collection, Analysis, and Reporting

- Conduct quantitative and qualitative data collection using approved tools
- Supervise fieldwork and ensure rigorous data quality control and daily oversight
- Manage data entry, cleaning, and compilation of datasets (including anonymization and secure submission of files to WEECAP)
- Analyze quantitative and qualitative data according to the approved plan
- Prepare and present:
 - Draft baseline report with separate section for each country using the Mastercard foundation format
 - Revised report incorporating feedback from WEECAP and Mastercard foundation
 - Final report in English
 - 2–3-page summary brief (non-technical)
 - Virtual and in-person presentations of findings to WEECAP and Mastercard foundation
- Submit all final deliverables including raw data files, filled tools, transcripts, training materials, and field notes

b. The role of the commissioner of the assessment.

The WEECAP team, led by the Monitoring, Evaluation, and Learning (MEL) unit, will serve as the primary point of coordination for the baseline assessment. The team will oversee strategic and operational engagement with the selected evaluation firm and ensure alignment with programmatic objectives, MEL standards, and donor expectations.

The WEECAP MEL team will be responsible for the following:

- Provide timely access to all relevant project documents and resources, including the Monitoring, Evaluation, and Learning Plan, project updated results framework, updated performance indicator reference sheets, and contextual analyses.
- Facilitate the review and approval of the evaluation design, sampling strategy, data collection tools (including translations), field protocols, and ethical safeguards.
- Ensure prompt and constructive feedback throughout the evaluation process—including tool piloting, field implementation, and data analysis.
- Coordinate internal and external stakeholder engagement by:
 - Informing program partners, local stakeholders, and government entities about the baseline evaluation process and objectives.
 - Sharing a complete list of program indicators (Standard and Customized Indicators), key implementing partners, and relevant government counterparts.

The WEECAP MEL team will be supported by a dedicated representative from Winrock International's AGILE (Analytics, Gender, Inclusion, Learning, and Evaluation) team. The AGILE representative will provide technical and administrative oversight for the commissioning process and will be responsible for:

- Leading the solicitation, procurement, negotiation, and contract award process for the baseline study.
- Providing additional technical guidance and access to global resources and tools as needed.
- Reviewing key deliverables and ensuring alignment with Winrock's quality standards and Mastercard Foundation MEL requirements.

Together, the WEECAP and AGILE teams will ensure the evaluation firm receives strategic direction, timely technical feedback, and adequate support to produce a high-quality, inclusive, and actionable baseline report.

General Instructions to Evaluators

Potential Evaluators 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 constitute an offer and indicates the offeror's agreement to the terms and conditions of this RFP and any attachments hereto.

Winrock reserves the right not to evaluate a non-responsive or incomplete proposal.

Submission Process

1. Questions Submission Deadline

Inquiries/questions must be received no later than the date and time indicated on page three of this RFP and must be submitted via e-mail to Inoussa Kabore, MEL Director (Inoussa.Kabore@winrock.org) with a copy to Winrock Home Office AGILE Unit Technical Lead Safal Khatri (safal.khatri@winrock.org).

2. Proposal Submission Deadlines

Proposals must be received no later than before the date and time indicated on page 3 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.

3. Proposal Structure & Required Documentation

Offerors must submit 2 sets of proposals, including a technical proposal and cost proposal in separate files, with all sections of the proposal labeled clearly. Each proposal should be typed in 11-point Arial font. Submissions must be in English and typed single-spaced. All pages must be numbered and include the RFP reference number and name of organization on each page.

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

Technical Proposal

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

- **Section 1: 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. This section should also state the organization's legal status in WAEMU region, if applicable.
- **Section 2: Analysis and Proposed Approaches/Methodologies (maximum of 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 Evaluation Questions. Describe the proposed sampling methods for quantitative surveys and data collection. This section should include information on how both quantitative and qualitative data will be analyzed, including the software to be used and the analytical approach taken (e.g., will inductive or deductive coding be used for qualitative analysis?). The section should also include and explain the perceived risks, including political instability, political events, weather driven challenges, etc.) related to the assignment and proposed actions to mitigate them. This should also outline any ethical considerations including issues of consent/assent and plans for protecting human subjects.
- **Section 3: Work Plan (maximum of 2 pages)** The applicant shall propose an activity-based work plan that is consistent with the timeline, technical approach, and methodology described in the Scope of Work. Table 5, available in the Award section of this RFP, highlights some

important activities which WEECAP expects will be completed under this assignment and which the offeror is encouraged to expand upon. The work plan should be in the style of a Gantt chart. Table 2 provides an example, and the offeror can modify activities and phases according to their process.

Table 1: Illustrative activity work plan

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 and training						
Field work (surveys)						
Field work (discussions, interviews)						
Data analysis						
Drafting of report						
Demobilization						
<i>(Etc. as proposed by applicant)</i>						
Phase III – Analysis and Reporting						
Writing Draft Evaluation Report						
Submit Draft Evaluation Report						
Virtual Event/Workshop						
<i>(Etc. as proposed by applicant)</i>						

- Section 4: Technical Experience and Past Performance References (maximum of 2 pages):** The applicant shall provide a summary of the organization's technical capacity to conduct monitoring and evaluation in general – with particular focus on evaluation and complex sample 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 a current contact phone number of a responsible and knowledgeable representative of the organization. Winrock reserves the right to contact these projects as an organizational reference as part of the selection process.

Please include 5 references.

- Section 5: Personnel and Team Composition (maximum of 2 pages):** The applicant shall list and briefly describe the names, qualifications, and functions of the proposed evaluation team. This must include at least three key personnel – a Team Leader and at least two Senior Experts/Analysts. The Evaluation Team Leader must meet the qualifications and experience described in Annex 2: Evaluation Team Composition. The skills and qualifications for other key personnel are subject to the applicant's discretion. Curriculum Vitae (CVs) of all three key personnel (not to exceed 5 pages for each) must be included as an annex.
- Section 6: Proposed Level of Effort (maximum of 2 pages):** The offeror shall propose the total number of person-days required at that skill level to fulfill each of the evaluation activities. (For example, if 10 enumerators will work for 10 days on data collection, then 10 people x 10 days = 100 person-days). The offeror should use their work plan as a guide; see Table 3 for an example.

Table 2: Illustrative schedule of Level of Effort

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

- **Annex 1: Registration.** A photocopy of the organization's registration certificate and latest audited financial statement.
- **Annex 2: Key Personnel.** CVs of all three key personnel (not to exceed 5 pages per person). Up to three other CVs may be included for reference.
- **Annex 3: Sample Technical Output.** Two or more examples of a report or deliverable submitted to a client that relates to monitoring, evaluation, or economic analysis. Sample deliverables should be authored by key personnel named on this proposal.

Financial Proposal

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

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

In the financial proposal, offeror shall include a table with the fixed price for the anticipated deliverable under this RFP (see Table 5 for percentages).

Criteria for Bid Selection

Proposals must clearly demonstrate alignment with the scope of work 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 3) and financial (Table 4) evaluation criteria shown in the tables. The proposals will be scored according to the points shown for each criterion. The technical proposal will carry 80% weight (Technical Pass Mark is 50%), and the financial proposal will carry a 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.

1. Technical Proposal

The technical evaluation criteria and allocated points are summarized in Table 4.

Table 3: Technical evaluation criteria

No.	Technical Criteria	Points
1	Team Composition and Past Experience (composed of 1a, 1b, 1c)	25
1a	Organization has a 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 chain actors.	5
1b	Knowledge of Mastercard Foundation preferred or USG performance monitoring systems, conducting evaluations or assessments preferably for the cashew value chain or related agriculture sector.	5
1c	Team Leader and Other Team Members with previous experience in similar assignments, as described in this scope of work. At least one member of the evaluation team should demonstrate relevant experience in the cashew sector or similar agricultural value chains, particularly in West Africa. Familiarity with cashew production, processing, market dynamics, or sector-specific employment issues will be considered a strong asset.	10
1d	Verified references	5
2	Technical quality related to Methodologies, Data Collection, Data Analysis and Reporting (composed of 2a, 2b, 2c)	40
2a	Appropriateness and quality of proposed approaches/methodologies related to study design, sampling, data collection protocols, reporting, etc.	20
2b	Demonstrated experience managing multiple datasets (using existing data and gathering new data)	5
2c	Experience with data analysis and extracting key findings, conclusions and recommendations, and reporting.	5
2d	Experience with qualitative data collection and analysis methods	10
3	Planning and Management	15
3a	Proposed work plan activities and timeframe.	5
3b	Proposed level of effort	5
3c	Proposed Timeframe	5
	Total technical points (1 + 2 + 3)	80

2. Financial Proposal

The financial proposal shall include a calculation of total compensation based on the level-of-effort described and the daily rates proposed for the various positions. All other direct costs (e.g. travel, logistics, materials, etc.) will be negotiated with the applicant after selection based on the level of effort (LOE) and daily rate criteria. The financial evaluation criteria and allocated points are detailed in Table 5.

Table 4: Financial evaluation criteria

No.	Financial Evaluation Criteria for Selection	Points
1	Sufficiency, reasonableness, and accuracy of detailed expenditures including per unit cost, with budget per unit cost clearly defined in USD.	12
2	Budget explanation and justification of costs.	8
	Total financial points (1 + 2)	20

Award

Winrock will review all proposals and award based on the evaluation criteria stated above and select the offeror whose proposal represents the best value to the WEECAP project. Winrock may also exclude an offer from consideration if it determines that an offeror is "not responsible", i.e., that it does not have the management and financial capabilities required to perform the work required.

Cost will primarily be evaluated for realism and reasonableness. Winrock may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

Winrock may award to an offeror without discussions. Therefore, the initial offer must contain the offeror's best price and technical terms.

1. Anticipated Deliverables, Payment, and Completion Date

Deliverables under this assignment are internal to the offeror, Winrock, and Mastercard Foundation unless otherwise instructed by Winrock. Deliverables will be in English and free of grammatical errors and typos, and narrative deliverables will be typed in 11-point Arial font or following any template provided by WEECAP. Deliverables will be submitted electronically to the assignment point of contact, to be determined upon award. Table 5 details some important activities which WEECAP expects will be completed under this assignment and includes deliverables, their due dates, and payment schedule.

Upon award of a subcontract, the deliverables will be submitted to Winrock. Payment will be made within 30 calendar days upon acceptance and approval of a deliverable and invoice by Winrock.

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 an agreement between research firm/consultant and Winrock International (after successful firm/consultant is selected).

Table 5: Illustrative schedule of activities and deliverables

Activities	Date	Deliverable	Amount (% of Total)
1. RFP issued.	May 28, 2025		
2. Questions due.	June 4, 2025		
3. Responses to questions issued.	June 6, 2025		
4. Proposal due.	June 18, 2025		
5. Award and contract signing.	June 27, 2025	<ul style="list-style-type: none"> Fully executed Baseline Evaluation contract 	
6. Inception meeting with WEECAP team and Winrock representatives to answer questions, clarify logistical and administrative procedures for the assignment, and address other business.	June 30, 2025		
7. WEECAP provides project-related documents for desk review , including the Mastercard Foundation MEL Policy, Mastercard Foundation Food for Progress Indicators and Definitions Handbook, Project-Level Results Framework, Project MEL Plan, Evaluation Plan Outline, Performance Monitoring Plan, PIRS and other relevant project-level studies/assessments.	July 4, 2025		
8. Submit Inception Report including a summary of the agenda and conclusions of the inception meeting and an updated work plan.	July 11, 2025	<ul style="list-style-type: none"> Approved Inception Report 	10%
9. Submit Draft Evaluation Plan including (1) Introduction section with Project Context, Project Description, Results Framework, and Purpose of Evaluation, (2) Methodology section with Evaluation Questions, Evaluation Design, Sample and setting, Data Collection methods, questionnaires and instruments, (3) Data Analysis Plan, (4) Management Plan with training and data collection logistics plan, training plan for enumerators (see details in Activity 8 below) .	July 16, 2025		
10. Receives feedback on Draft Evaluation Plan from Winrock.	July 21, 2025		
11. Submit Final Evaluation Plan .	July 24, 2025	<ul style="list-style-type: none"> Approved Final Evaluation Plan 	30%
12. Conduct enumerator training consisting of at least one day of classroom-based review of content and skills and at least one day of pilot testing questionnaires, materials, etc. for all positions with a data collection or facilitation role	July 26-29, 2025		

Activities	Date	Deliverable	Amount (% of Total)
(survey enumerators, interviewers, discussion facilitators, etc.). Offeror should propose sufficient length of training to complete the assignment. Training content should cover: WEECAP background and purpose of survey/interview/discussion; questionnaire content; confidentiality and Do No Harm considerations (in-line with Winrock and Mastercard Foundation policies); use of mobile data collection applications; and interviewing skills.			
13. Field work for the participant-based survey (PBS).	July 30 to August 25 2025		
14. Provide weekly updates on PBS field work to WEECAP team.	Ongoing throughout PBS field work		
15. Organize, manage, and consolidate PBS data electronically. PBS data must be consolidated into an Excel-based single or relational database according to the data structure. This deliverable will also include separate analysis files in Excel with their calculations for relevant PBS indicators and all required disaggregates as defined in the PIRS. Ensure security and confidentiality of data, Do No Harm (dignity, rights, safety and privacy) in information management and transmission activities. All information and data collected during field work should be delivered to the WEECAP team in well documented, easily accessible, comprehensive, and clear means appropriate for the type of information presented. It should be easy for a person not familiar with the assignment to understand what and how the work was done.	July 30 to August 25 2025	<ul style="list-style-type: none"> Approved PBS data 	20%
16. Field work for the focus group discussions (FGDs) and key informant interviews (KIIs).	July 30 to August 25 2025		
17. Provide weekly updates on FGD and KII field work to WEECAP team.	Ongoing throughout FGD and KII field work		
18. Organize, manage, and consolidate FGD and KII information electronically. Ensure security and confidentiality of data, Do No Harm (dignity, rights, safety and privacy) in information management and transmission activities. All information and	July 30 to August 25 2025	<ul style="list-style-type: none"> FGD and KII information 	

Activities	Date	Deliverable	Amount (% of Total)
data, including transcripts or coded files, collected during field work should be delivered to the WEECAP team in well documented, easily accessible, comprehensive, and clear means appropriate for the type of information presented. It should be easy for a person not familiar with the assignment to understand what and how the work was done.			
19. Submit Draft Evaluation Report following the outline in Annex 3: Evaluation Report Outline. The complete Evaluation Report Template will be provided upon award. Evaluation Report will be professionally formatted, free of personally identifiable information (PII), and free of proprietary information.	Mid September	<ul style="list-style-type: none"> Approved Draft Evaluation Report 	20%
20. Present results in Virtual Event/Workshop to WEECAP team and representatives from Mastercard Foundation and Winrock. Offeror will present key findings, conclusions, and lessons learned from the evaluation. Input from participants can be used to revise Draft Evaluation Report.	Mid September		
21. Offeror receives feedback on Draft Evaluation Report from WEECAP team and Winrock.	Mid September		
22. Revise draft and submit Final Evaluation Report. The Final Evaluation Report will be submitted to Mastercard Foundation for publication in accordance with the Mastercard Foundation Monitoring and Evaluation Policy. Winrock will sign and return the Mastercard Foundation public evaluation disclosure statement with the final version of the Evaluation Report. Copies will be distributed via email to partners and key stakeholders. Hard copies will be published and delivered to Mastercard Foundation's designees upon request.	Late September 2025	<ul style="list-style-type: none"> Approved Final Evaluation Report 	20%

Confidentiality Statement

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

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Certification of Independent Price Determination

(a) The offeror certifies that—

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

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

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

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

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

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

(c) Offeror understands and agrees that –

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

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

Annex 1: WEECAP Performance Indicators (Draft)

No.	Indicator (updated)	Unit	Variables / Calculation	Disaggregation variables (in addition to disaggregation by Country)	Data Source	Indicator Type	Base line	LOP Target
1	Youth in Work	Number	1. Individuals that have participated in WEECAP project activity (es) and have gained new, additional, sustained or improved employment. Calculation: Individuals identified as youth from that population	1. Employment Type: New, additional, sustained or improved employment 2. Gender (M/F) 3. Youth (18-35, 35+) 4. Production and Collection vs. Processing work 5. Firm Size (Micro, Small, Medium)	1. Individual producers and processors 2. Firm producers and processors.	Outcome	TBD: Rolling baseline. Employment status other than "new" employment needs a baseline value collected at program registration.	330,000
2	Youth in Dignified and Fulfilling work	Number	Youth identified in previous indicator (29.2) who have reliable income (economically rewarding job), and indicate they have reputable work, have respect in the workplace or have a sense of purpose	1. New, additional, sustained or improved employment 2. Gender (M/F) 3. Production and Collection vs. Processing work	1. Individual producers and processors 2. Firm producers and processors.	Outcome	TBD: Rolling baseline. Employment status other than "new" employment needs a baseline value collected at program registration.	330,000
3	Trainings provided	Number	1. Number of trainings provided through project assistance	1. Types/topic of training (Gender, Finance, youth empowerment, etc) 2. Number of participating institutions 3. Number of individual participants 4. Gender of individual participants (M/F) 5. Youth status of individual participants (18-35, 35+)	1. Training providing institutions	Output	0	200
4	Percentage of individuals who benefit as a result of new/improved/expanded business models achieved through matching grants, that are women.	Percent	1. Women/women entrepreneurs that benefitted matching grants 2. All individuals benefitted by matching grants Calculation: V1/V2	1. Gender (M/F) 2. Youth (18-35, 35+)	1. Grant providing institutions	Output	NA	1
5	Value of new commitments and investments leveraged as a result of project activities	Value (USD/Local Currency)	Total amount of commitments and investments	1. Type of financing (working capitals, grant, loans)	1. Finance institutions 2. Project Records	Outcome	0	\$ 148,000,000
6	Value of annual sales of firms/individuals receiving WEECAP assistance	Value (USD/Local Currency)	1. Value of annual cashew sales of producers and firms receiving project assistance	1. Type: Produced (raw) vs. processed	1. Individual producers and processors 2. Firm producers and processors.	Outcome	TBD: Baseline value of current sales	\$ 2,000,000,000
7	Volume of sales by firms/individuals supported by WEECAP	Metric Tonnes	1. Volume of annual cashew sales of producers and firms receiving project assistance	1. Type: Produced (raw) vs. processed	1. Individual producers and processors 2. Firm producers and processors.	Outcome	TBD: Baseline volume of current sales	916,272
8	Number of private sector firms supported by WEECAP, that provide supply chain services.	Number	1. Number of private sector firms (MSMEs) providing supply chain services	1. Type of providers/firm (Processor, Service provider, Input provider, producer) 2. Type of service - market intelligence (eg)	1. Private Sector Firms.	Output	0	252
9	Number of clients that benefitted from non-financial services provided by firms providing supply chain services supported by WEECAP.	Number	1. Number of clients receiving non-financial services	1. Gender (M/F) 2. Youth (18-35, 35+)	1. Private Sector Firms.	Output	0	525,000
10	Value of new or continued financing accessed as a result of project activities	Value (USD/Local Currency)	Total value that was financed through programs that were supported by the project activities.	1. Gender of owner (M/F); 2. Enterprise size (Micro, Small, Medium, Large); 3. Type of financing (working capitals, grant, loans, in-kind debt vs. no-debt)	1. Finance institutions 2. MSMEs and Firms in Cashew value chain	Outcome	0	\$ 59,200,000
11	Number of private sector firms that receive new/continued financing as a result of program assistance	Number	Count of unique enterprises that received financing.	1. Gender of owner (M/F); 2. Enterprise size (Micro, Small, Medium, Large); 3. Type of financing (working capitals, grant, loans?) 4. New vs continued	1. Finance institutions	Output	0	126
12	Number of financial products developed or refined that are responsive to cashew sector financing needs that are offered by financial institutions that received project support.	Number	1. Count of developed/refined financial products that are responsive to cashew sector 2. Count of financial institution that adopted/offered the products Calculation: Number of institutions x the number of products each institution offers.	1. Type of Product. 2. Development phases: Market Assessment, propose product, pilot product, adaptation, adoption by financial institutions or private sector.	1. Finance institutions	Output	0	5
13	Number of clients benefiting from financial services provided through WEECAP-assisted financial intermediaries, including non-financial institutions or actors	Number	1. Number of individuals that receive financial services. 2. Number of firms that receive financial services.	1. Individuals vs. Firms 2. Gender (of owner) - (M/F) 3. Youth (of owner) - (18-35, 35+) 4. Financial Service Provider Type (financial institutions, non-financial institutions, MSMEs, individuals) 5. Producer / Collectors vs Processors	1. Individual participants in Cashew value chain. 2. Assisted Firms in Cashew value chain.	Outcome	0	262,500
14	Reimbursement rate within cashew value chain	Reimbursement Rate	1. MSMEs receiving Loans 2. Repayment rate of cashew sector 3. Repayment rate of overall lending	1. Gender (M/F) 2. Youth (18-35, 35+)	1. Financial Institutions	Outcome	TBD: Baseline value of current repayment rate.	1
15	Number of laws, regulations, policies, standards, guidelines, plans or frameworks related to inclusive cashew sector growth proposed, adopted or implemented.	Number	Number of policies, guidelines, etc., that impact cashew sector. Business enabling Cashew Sector strategies, policies.	1. Status: proposed, adopted and implemented 2. Topic of Policy: Safeguarding, business enabling, gender, etc. 3. Type of policy: Laws, regulations, standards, guidance, plans, frameworks 4. Jurisdiction: Regional, National, Sub-national	1. WEECAP activities records	Output	0	16
16	Number of public or stakeholder events related to laws, regulation, policies, etc., held	Number	Number of events.	1. Type of Events: Public Private Discussions, Forums, etc. 2. Topic of Event: Safeguarding business enabling, gender, etc.	1. WEECAP activities records	Output	0	24
17	Number of firms that have improved quality management systems/processes	Number	Firms that have implemented one or more of the following: 1. Market standard certification needed for exports obtained 2. QMS implemented 3. Quality Control - internal processes implemented 4. Traceability implemented 5. Digital Solution implemented	1. Type of Firm (MSME) 2. QM Type: Digital Solutions vs. others	1. Firms that receive project assistance	Outcome	0	252

Annex 2: Evaluation Team Composition

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

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

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

Minimum qualifications include:

- a post-graduate degree in agricultural economics, agribusiness management, enterprise development, economics, or an applicable social sciences field – or 10+ of similar experience at the senior level
- a minimum of 20+ years of professional work experience in donor-funded development programming and/or economic development
- demonstrated experience leading at least two evaluations of projects with similar scope and complexity within the past 5-7 years
- extensive experience in conducting quantitative and qualitative evaluations and strong familiarity with business, market systems, value/supply chain development, etc.
- familiarity with USG regulations and systems, including performance monitoring guidance on gender policies and guidance, project management, budgeting, and financial analysis and reporting
- fluency in English and excellent communication skills – particularly writing.

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

- qualitative and quantitative approaches and methodologies for research and analysis
- survey design – including experience creating data collection tools, calculating sample sizes and determining appropriate sampling methods, and working with large datasets
- technical research and/or work experience related to targeted 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.

Ideally, the firm will have different local enumerator teams in each country that is managed by a regional management team. While it may be acceptable to have the same team travel to the three countries, that may make the proposal less competitive in terms of price and timeline.

Annex 3: Evaluation Report Outline²

Cover Page (with photo, if possible)

List of Acronyms

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

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

Body of Report

1. Introduction and Purpose

- 1.1. **Project Context** - Describe the context in the country that the project is being implemented, including any social, political, demographic, institutional, or gender equality factors that are relevant to the project.
- 1.2. **Project Description** – Describe the project including, project activities and implementation strategy, location(s) of project activities, target population, stakeholder roles and contribution to the project, project status, and budget.
- 1.3. **Results Framework** – Include the project's theory of change, results framework graphic, and critical assumptions.
- 1.4. **Purpose 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 final 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., full surveys and interview guides) should be included in the annexes. Items of discussion include level of precision (quantitative), value scales or coding used (qualitative), level of participation, description of how tools were developed/adapted to be relevant to local stakeholders and culturally appropriate, empowerment of stakeholders through the evaluation process, reliability of the data, and how the data collection methods were design to collect gender related data, including disaggregated data and questions reflecting gender issues.
- 2.5. **Data Analysis Methods** – Describe how the data are analyzed. Common methods of analysis include regressions, difference-in-difference calculations, interview coding, etc. It should be clear

² Outline aligned to MCF's Evaluation Reporting Template, which will be provided to the offeror upon award.
Winrock International – WEECAP

how these methods are linked to each of the evaluation questions and why they are appropriate to answer those questions.

- 2.6. Evaluation Limitations** - Outline key limitations of the evaluation (for example: lack of baseline data; selection bias as to sites, interviewees, comparison groups; seasonal unavailability of key informants; contamination of control groups, etc.) and how these were mitigated.
- 3. Findings** - Findings are empirical facts based on data collected during the evaluation and should not rely only on opinion, even of experts. It should report both qualitative and quantitative data, and also report on the project's key performance indicators (a table with the results of all performance indicators should be included in an annex). The findings should also consider the possibility of unintended side effects of the intervention. This could include an analysis of how project interventions affected various segments of the population differently (e.g., different affects based on gender, socio-economic status, age, etc.).
- 4. Conclusions** - Describe the conclusions of the evaluation. Clearly explain how the logic behind the conclusions correlate with actual findings. Conclusions should be substantiated by findings consistent with data collected and methodology used and ultimately answer the Evaluation Questions. If conclusions are tentative, clearly identify the details of what is known and what can be plausibly assumed. Ensure the conclusions add value to the findings. Do not highlight simple conclusions that are already well known and obvious.
- 5. Recommendations** - Recommendations should be relevant to the project, Terms of Reference (TOR), and objectives of the evaluation and formulated clearly and concisely. Describe how the evidence and analysis provide the basis for the recommendations. Recommendations must be specific and actionable, prioritized to the extent possible, and include responsibilities and a timeframe for their implementation. They should also take into account gender and other intersectional issues, as relevant.

Annexes – All relevant annexes should be part of the report. Annexes that are required for Mastercard Foundation 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 Mastercard Foundation requires evaluators to submit a version of the report free from personally identifiable information (PII). Items that should NOT be included in the Annexes (or anywhere in the report) include: a list of participants and/or people interviewed for evaluation and names, email addresses, phone numbers, addresses, or similar information linked to individuals. *For a more detailed description of potential PII, please see FAS's PII Guidance Document.*

Annex 4: General Provisions

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

indemnification obligations will in no way be limited by the limitation on amount or type of damages or by any compensation or benefits payable by or for Vendor or any Vendors, under any worker's compensation act, employer liability act, disability act, or other employee benefit act. The indemnification provided in this Section will survive the expiration or termination of this Agreement.

- 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.

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- 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.