



TERMS OF REFERENCE

MIDTERM EVALUATION

Millet Business Services Project

October 17, 2017



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NCBA CLUSA International Senegal – Millet Business Services Project (MBSP) Mid-Term Evaluation

1. Statement of Work Detail

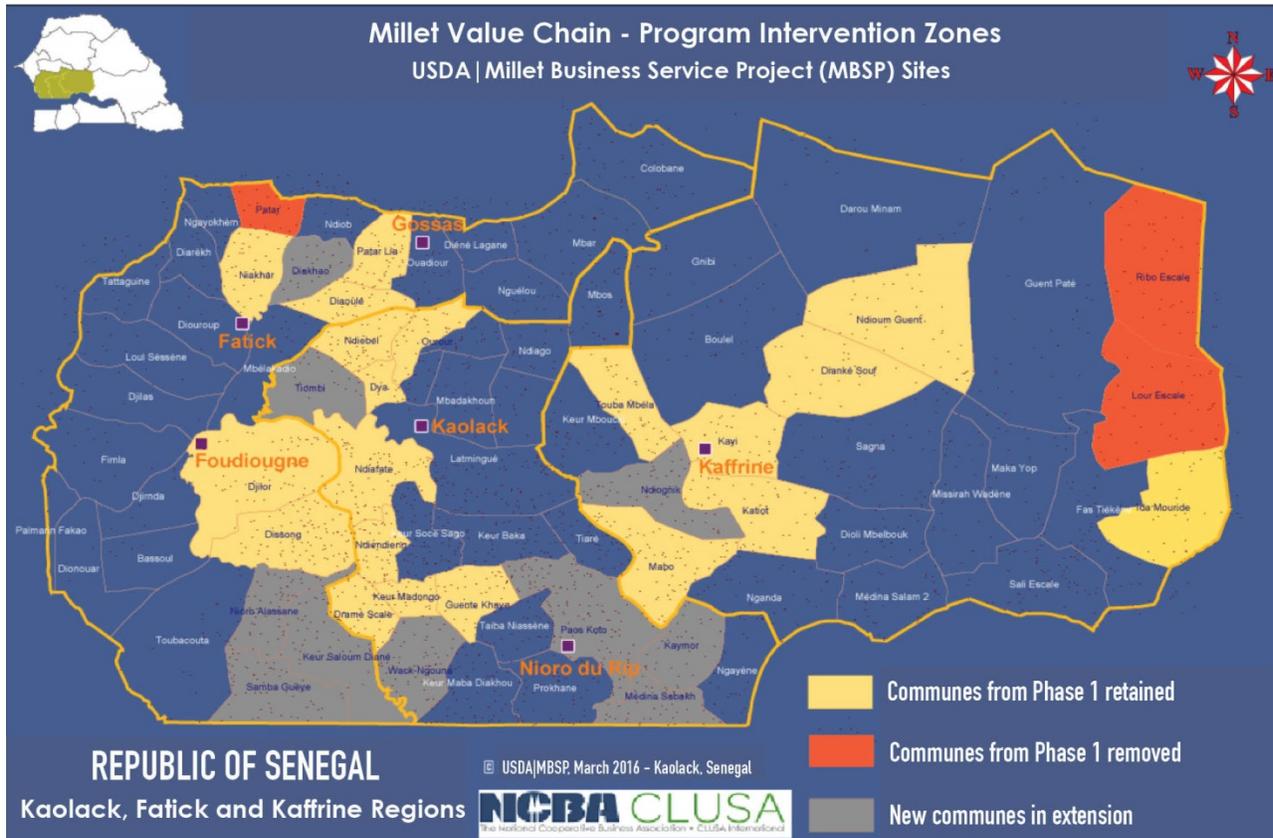
This Request for Proposal (RFP) is aimed at soliciting proposals from qualified individuals/organizations interested in implementing a mid-term evaluation of the “Senegal Millet Business Services Project”, funded by the United States Department of Agriculture (USDA) and implemented by NCBA CLUSA. This request calls for a technical firm with demonstrated abilities to design and implement evaluation and research studies and collect data from multiple stakeholders along millet value chain. The purpose of the mid-term evaluation is to assess 1) project accomplishments in relation to goals and objectives, 2) relevance of project activities, 3) early signs of project effectiveness, 4) efficiency of systems and processes, 5) sustainability efforts; and recommend actions for mid-course correction.

Activity Title	Millet Mid-Term Performance Evaluation
Project Name	USDA Millet Business Services Project (MBSP)
Agreement Number	FCC-685-2014/055-00
Donor	United States Department of Agriculture (USDA)
Project Duration	October 2014-March 2019
Funding	USD \$8,078,606.46 resulting from the monetization of 10,000 MT of Crude Degummed Soybean Oil (CDSO)
Implementing Organization	National Cooperative Business Association’s (NCBA) Cooperative League of the USA (CLUSA)
Partner Organization	Catholic Relief Services (CRS)
Geographic Coverage	Kaolack, Fatick, Kaffrine, and Dakar regions in Senegal

2. Project Background

NCBA CLUSA is implementing a four-and-a-half-year agricultural program hereunder known as the USDA “Millet Business Services Project” (MBSP), funded by the United States Department of Agriculture (USDA). The project began in October 2014 and is scheduled to end in March 2019. It seeks to work with 22,150 producers, 16,630 trade beneficiaries, government agencies, and the private sector particularly in the millet producing/processing regions of Senegal including the specific areas of *Kaolack, Kaffrine, Fatick, as well as the capital, Dakar.*

This a follow-on project to the Millet Value Chain Project (MVCP) implemented by NCBA CLUSA from May 2009 to January 2014. MVCP focused on setting up millet producer organizations and working heavily with the millet farmers. The current project still works with millet farmers, but has an added focus of working with input suppliers and millet processors.



The following are the specific objectives of the program:

- Increase agricultural productivity of the millet value chain by: developing processing systems; building capacity of producers to improve production and quality; training producers and processors in improved techniques, post-harvest handling, marketing, and seed production; and providing grants and loans for equipment and inputs; and
- Expand trade of millet by developing public-private relationships, facilitating trade relationships, researching export opportunities, building agricultural extension capacity, and promoting food safety issues and requirements.

The following are the nine main activities of the project:

Capacity Building: Agricultural Extension Agent Services, Producers, and the Private Sector
 NCBA CLUSA supports government extension services by working with the Senegal Institute for

Agriculture Research (*ISRA*, in French) to provide refresher trainings in the latest millet production research to Direction Régionale de Développement Rural (DRDR) agents. NCBA CLUSA also strengthens the extension capacities of DRDR by facilitating contact with millet unions and associations as well as strengthening the capacity of existing millet unions and other high-producing millet groups to develop internal extension services.

In addition to providing support to public sector extension services, NCBA CLUSA works with local firms such as the seed and the conservation agriculture equipment unions, to provide technical information to farmers on how to use their products. NCBA CLUSA provides grants and also assists input suppliers to train in the necessary extension services associated with their products.

Financial Services: Facilitate Agricultural Lending

NCBA CLUSA works to increase access to credit so that farmers can purchase needed inputs.

NCBA CLUSA works to identify micro finance institutions (MFIs) that are interested in establishing credit services and helps them develop commission-based credit intermediaries, then supports these MFIs by providing grants to buy down risk. Communities select village based credit intermediary service providers (CISPs) based on financial skills. Where necessary, CISPs support POs to revise or develop business plans, which is the basis of agreement with MFIs.

NCBA CLUSA works to increase access to credit for processors and field based post-harvest businesses so that they can purchase post-harvest machinery and other equipment, or secure operating loans to buy appropriate quantities of raw millet. NCBA CLUSA increases access to credit by strengthening and operationalizing the business plans of selected processing firms, threshing providers, and warehouse teams. NCBA CLUSA hosts regional meetings to build linkages between millet processing firms and MFIs.

Training: Improved Agricultural Production Techniques

NCBA CLUSA links private sector seed suppliers with farmers to provide information on correct seed planting and fertilizer use. NCBA CLUSA arranges for DRDR and PO extension agents to train farmers in spacing, rotation practices, striga control and improved weeding schedules.

NCBA CLUSA continues to support conservation agriculture practices such as minimum tillage agriculture using ripper tines instead of disc ploughs, water harvesting, composting, intercropping for nitrogen fixation, crop rotation, retention of crop residue, precise spacing of crops and precise application of inputs, and usage of zai basins with millet production in order to retain soil organic matter, reduce erosion, and increase fertilizer efficiency to improve the quality of land resources.

Inputs: Develop Agrodealers and Input Suppliers

NCBA CLUSA employs a market facilitation approach to input provision, reinforcing the efficiency of millet production business services so that they, in conjunction with public and PO extension services rather than NCBA CLUSA, support millet farmers' increase in production capacity.

NCBA CLUSA strengthens the capacities of four business services (seed providers, fertilizer providers, Conservation Agriculture (CA) machinery providers and CA plowing services) to

increase coverage in the targeted area. NCBA CLUSA assists targeted firms to buy down risks with the provision of grants.

Training: Post-Harvest Handling and Processing

NCBA CLUSA facilitates discussion between millet processors and producers in regards to the quality of the millet they require. Processors formalize the standards required in contracts. NCBA CLUSA also facilitates discussion between millet processors and warehouse managers on proper storage techniques and train warehouse managers in financial, logistic and administrative management.

NCBA CLUSA trains processing businesses in four types of activity; 1) Value added production; 2) Diversification of production; 3) Packaging; and 4) Food Safety and Hazard Analysis and Critical Control Points (HACCP). As millet firms purchase new processing technologies, NCBA CLUSA ensures that processors are appropriately trained. Where market analysis shows potential, NCBA CLUSA trains millet processing businesses in product diversification, with a particular focus on micronutrient enrichment.

Infrastructure: Post-harvest Handling and Storage

NCBA CLUSA facilitates the purchase of threshers through small grants or loans with MFIs by producer unions and third party providers interested in investing in threshing provision, in order to reduce post-harvest loss experienced through traditional threshing methodologies. Additionally, NCBA CLUSA assists local construction service providers to refurbish the warehouses of millet unions. NCBA CLUSA requires PO members to contribute labor to carry out the refurbishing work, while a combination of savings, credit and grants are used to purchase materials and to pay local masons and other specialized services.

Infrastructure: Post-Harvest Processing

NCBA CLUSA facilitates the purchase of processing equipment by millet processing firms in order to improve quality and reduce spoilage of the product, and increase diversification of the product line. NCBA CLUSA ensures processing firms finance the purchase of threshing infrastructures, mostly through credit. NCBA CLUSA also uses grant funds to cover up to 45% of the cost as necessary, until this technology has been tested, adopted and proved. NCBA CLUSA engages with millet firms to promote three types of processing infrastructure: grading and processing equipment, packaging technologies that reduce spoilage, and equipment for micronutrient fortification.

Training: Improved Marketing and Branding

NCBA CLUSA builds upon the establishment of marketing specialists in producer unions and associations to provide marketing training to relevant producer committee members in how to better market their products through improved communication and networking, contract negotiation skills, and increasing price through bulking and quality control. NCBA CLUSA also works with processing firms to register their products through national registration procedures in order to sell their products in supermarkets and other larger shops.

Market Access: Facilitate Buyer-Seller Relationships

NCBA CLUSA facilitates linkages at three levels: 1) between producer organizations and processors, 2) between processors and retailers and 3) between machinery service providers and processors. NCBA CLUSA ensures that these entities have requisite business planning and negotiations skills in order to create the linkages that will lead to the expansion of contracts outlining quality demanded and price paid.

NCBA CLUSA has interventions along the entire millet value chain in order to reach activity objectives with optimum impact. The following interventions are currently part of the program operations:

Value Chain Partner	Intervention
Producers	NCBA CLUSA's interventions with producers include: training 22,150 millet producers in agriculture technologies via demonstration plots, training in extension techniques (general and advance), training in administration and finance tools as well as basic agricultural marketing.
Processors	NCBA CLUSA's interventions with processors include: training approximately 75 millet processing units on processing and preservation techniques and training 30 shopkeepers and 24 managers of pre-processing units, renovating processing units and building 11 pre-processing units and 4 demonstration units, equipping units with processing equipment, training processors and millet kiosk managers on marketing, and training on CEFE (Economic Competence through Entrepreneurial Training).
Coops & POs	NCBA CLUSA's interventions with Co-ops and POs involve millet producers and processors who are part of different Cooperatives, Producer Organizations, and Producer Associations. NCBA CLUSA trains millet farmers and processors in new techniques and technologies, and financial planning and management, organizes Scope Insight assessments to determine PO and co-op level, renovates 12 existing warehouses and builds new warehouses with a total capacity of 2,500 square meters, and teaches POs through the collective fields model for the application of new practices.
Input Suppliers	NCBA CLUSA's interventions with input suppliers include: organizing agricultural suppliers into 6 networks, hosting dynamic organization training for the newly created input supplier networks, training input suppliers on marketing, training input suppliers on extension, organizing exchange visits for project partner networks and CBSPs, supporting the professionalization of 35 commercial CBSPs, and training in CEFE (Economic Competence through Entrepreneurial Training).
Buyers - Sellers	NCBA CLUSA's interventions to connect buyers and sellers include: facilitating the implementation of "Sunu fondé" kiosks, organizing National Millet Day, participating in trade shows, supporting 5 processing companies for export, improving processor products brand image by supporting the production of 200,000 logos, small bags, and labels, facilitating the signing of contracts with commercial CBSPs and businesses, providing support to businesses with new ventures, particularly large chain stores and export support.
Financial Service Institutions	NCBA CLUSA's interventions for Financial Services Institutions include: organizing 5 intermediation workshops between input suppliers, MFIs, and producers, establishing Savings and Internal Lending Communities (SILC) groups, training SILC methodologies for 17 CBSP-IF (financial intermediaries), collecting data concerning "scattered" loans,

	creating or updating business plans for producer organizations (21 POs) and processing units (39 units), hosting 4 financial workshops to connect stakeholders from the millet value chain, collaborating with the Professional Association for Decentralized Financial Systems (APSPD).
Government Agents	NCBA CLUSA’s interventions for government agents include: developing a training program for government agents on millet and its importance via greater dissemination of this crop among the various targets in the project intervention zone. Government agents include those primarily involved in the millet value chain activities (DRDR, ANCAR, ITA, ISRA, Chamber of Commerce, Chamber of Trades, etc.). This program essentially revolves around training sessions being held and led by a task force of researchers from the Senegalese Agricultural Research Institute (ISRA).

3. Purpose and Scope of the Mid-Term Evaluation

The purpose of the mid-term evaluation is to assess:

- project accomplishments in relation to goals and objectives,
- relevance of project activities,
- early signs of project effectiveness,
- efficiency of systems and processes,
- impact and sustainability efforts; and
- identify and recommend actions for the mid-course correction to meet end-of-project targets and objectives, if any.

This study will capture data from all four project regions i.e., Kaolack, Fatick, Kaffrine, and Dakar. Specific evaluation questions are organized by USDA recommended framework that includes such components as relevance, effectiveness, efficiency, and sustainability in addition to measuring goal achievement, impact, best practices and lessons learned (table 1)

Table 1

Goal Achievement	<ul style="list-style-type: none"> • To what extent have project goals been achieved? • Which activities have been successful in meeting their targets? • Which activities failed to reach their targets and why? Include analysis of factors that delay/prohibit adequate progress towards results.
Relevance	<ul style="list-style-type: none"> • Are the project activities in alignment with Senegal Government priorities and strategies? • Do the project activities respond to the aspirations and needs of the project beneficiaries/participants? • Are the project activities in alignment with USDA/US Government development goals, objectives, and strategies? • Are the project activities in alignment with award agreement with USDA?

Effectiveness	<ul style="list-style-type: none"> • To what extent different actors in the value chain have been able to increase quantity e.g., yield/ha and minimize waste since the inception of the project? • To what extent quality standards have been adopted by all actors in the value chain? • To what extent value chain actors have been trained in quality standards? • Are partner organizations providing training to beneficiaries that are tailored to the local context and achieving increased use of agricultural techniques and technologies, increased use of improved post-harvest processing and handling practices, and improved marketing and branding? • Are local government extension officers offering technical support to farmers in new techniques and technologies? • Have effective linkages been established between different project participants e.g., between producers and processors?
Efficiency	<ul style="list-style-type: none"> • What internal and external factors have influenced the ability of the project to meet expected results and targets? • Do project staffing, training activities and management structures efficiently support the achievement of expected project outcomes? • Does the project resource allocation to activities and to the project's geographic areas efficiently support the achievement of expected project outcomes?
Sustainability	<ul style="list-style-type: none"> • What factors are likely to contribute towards the sustainability of the following factors in relation to the MBSP: policy environment, financial incentives (i.e., profit motive), access to inputs and information, market access, etc. • What factors are likely to hinder sustainability of the following factors in relation to the MBSP: policy environment, financial incentives (i.e., profit motive), access to inputs and information, market access, etc.? • What project activities are likely to contribute towards sustainability and is there evidence that project activities or benefits will be sustained after the project ends?
Impact	<ul style="list-style-type: none"> • What impacts are the project activities having on the program participants, both positive and negative, especially in relation to the expected results and strategic objectives? • To what extent target groups (farmers, processors, vendors, consumers, etc) have adopted millet as a viable crop that has economic and nutritional benefits? • ? What is the extent of the project reach beyond direct and targeted beneficiaries? • What are the unexpected outcomes that could have been due to the project?
Best Practices and Lessons Learned	<ul style="list-style-type: none"> • What lessons learned can be documented at this point to inform implementation of the program until completion? • What best practices can be shared with stakeholders and donors?

The successful evaluator shall collaborate with NCBA CLUSA staff to develop appropriate survey tools and methodology for conducting the evaluation. The evaluator will then be expected to take the primary lead in providing expertise in the design phase, data collection, data analysis and interpretation, as well as drawing conclusions. Key activities will include:

- Review project documents and other published and grey literature related to the project. This include project’s internal document e.g., work-plan and strategies as well as relevant external document including but not limited to national policies and regulations, special studies carried out by other agencies, most recent zone of influence (ZOI) level population-based survey conducted by FTF.
- Develop study design and methods that will be mixed design involving quantitative and qualitative. This will also include review of secondary data sources e.g., data from project M&E system, project activity and beneficiary record systems.
Below are steps the successful evaluator should take in developing and carrying out the study:
 - Identify and select study participants using stratified random sampling methods for quantitative surveys and combination of purposeful/availability/ snow-ball sampling methods for key informant interviews and focus group discussion.
 - Develop, edit and finalize qualitative data collection tools e.g., key informant interview questionnaire and focus-group guide
 - Develop data collection guide specifying data collection and management structure, field schedules and data quality assurance methodology.
 - Train field supervisors, key informant interviewers and focus-group facilitator on the methods and processes.
 - Perform quality assurance during design, testing, fieldwork, data entry, data analysis and reporting;
 - Report the study results in appropriate tables and narrative;
- Present findings, conclusions and recommendations (in both written report and PowerPoint formats).

4. Methodology

In adherence to RFP requirements, the midterm evaluation will be conducted by an independent external evaluator that will be selected by a procurement committee. The project’s M&E Specialist will be the lead NCBA CLUSA representative during the review, however all program personnel will be expected to contribute to the evaluation by providing information, assisting wherever feasible, and helping to determine any appropriate program corrections to be made and implemented as determined by the evaluator.

The evaluation team will propose a robust study design that will involve both quantitative and qualitative methods to collect and synthesize information in providing detailed answers to the specified evaluation questions related to relevance, effectiveness, efficiency, and sustainability dimensions. Achievement in key project outcomes will be determined by comparing target value with actual accomplishment. Change in key outcome indicators will be assessed by comparing baseline values with the findings of the mid-term evaluation.

Data Collection: Data will be collected from organizational and individual level beneficiaries and market participants e.g., producer organizations, individual and organizational level processors, buyers, individual beneficiaries, government officials, financial institutions and so forth. NCBA CLUSA will provide sampling frame and other necessary support to the evaluation team e.g.,

literature to be reviewed; briefing on project that will include context, activities and indicators; briefing on stakeholders and beneficiary groups. There will be time spent in the MBSP project office in Kaolack and in the field. The consultant and MBSP management staff will develop a more detailed travel schedule based on the consultants' meeting requirements prior to arrival in country, if international.

Illustrative Sampling and Data Collection Method

Value Chain Actor/Partner	Selection Method	Data Collection Method
Direct and indirect beneficiaries	<ul style="list-style-type: none"> • Use project's beneficiary listing as a sampling frame • Treat each region as a stratum • Determine the sample size for each region utilizing appropriate sample size estimation formula. • Select sample randomly from each stratum. 	<p>Household survey to capture quantitative information</p> <p>M&E report and other project document review</p>
Cooperatives and producer organizations (PO)	<p>Quantitative Data</p> <ul style="list-style-type: none"> • Use project's cooperatives and POs listing as a sample frame • Treat each region as a stratum • Determine the sample size utilizing appropriate sample size estimation formula. • Apply stratified random sampling methods to select participants from each region. <p>Qualitative Data</p> <ul style="list-style-type: none"> • Use of availability and snow-ball sampling method to select focus group participants. 	<p>Document reviews</p> <p>Structured survey to capture qualitative data</p> <p>Focus group discussions and Key Informant Interviews to capture qualitative information.</p>
Agro-dealer and input suppliers	<p>Quantitative Data</p> <p>Census instead of sample as the number is manageable.</p> <p>Qualitative Data</p> <ul style="list-style-type: none"> • Use of availability and snow-ball sampling method to select focus group participants. 	<p>Document reviews</p> <p>Structured survey to capture qualitative data</p> <p>Focus group discussions and Key Informant Interviews to capture qualitative information.</p>

Government officials (local and national)	Purposeful and availability sampling method	Document reviews Key informant interviews
Storage, handling, processing units	<p>Quantitative data Census instead of sample as the number is manageable.</p> <p>Qualitative data Availability and snow-ball sampling method to select focus group participants</p>	<p>Document review</p> <p>Structured survey to collect quantitative data</p> <p>Focus group discussions and Key Informant Interviews to capture qualitative information</p>

Data Analysis:

Data will be analysed at the regional and project level. The regional level analysis will include exploration as well as explaining of the emerging themes and concepts within each region of Kaolack, Fatick, Kaffrine, and Dakar (if appropriate). Project level analysis will involve putting the emerging themes and concepts and explanatory factors from all the regions together.

Quantitative data will be analysed using SPSS or similar statistical solutions. The analysis will involve descriptive analysis that will be presented in tabular/chart formats. Within region and across region analysis will be conducted for each indicator and participant category. The evaluation team will develop a code book that will include codes for location, participant type, questions and response categories. Analysis of qualitative data will follow the framework of data reduction, data visualization, and conclusion drawing and verification. Data reduction phase will include selecting, focusing, simplifying, abstracting, and transforming the data that appear in written-up field notes or transcripts. All the field notes will be transcribed first in the local language and then will be translated in English. Findings from the document review will be noted in the document summary forms. Data will be presented in visual format that will help conclusion drawing and verifications. Finally, the team will draw conclusions based on regularities, patterns, explanations, causal flows, and propositions

5. Addressing Limitations

Due to the complexity of the different components of the project and the spatial location of its activities, opportunities for errors exist. The evaluation team is expected to be aware of such complexity and develop strategies to minimize opportunities for the errors. The evaluation team will develop quality control systems, including developing detailed data collection guides and overseeing field data collection.

This evaluation will heavily rely on secondary performance information reported in quarterly and annual reports. The quality of performance data will affect the accuracy of projected trends. The evaluation team should check the validity and the reliability of performance data before analyzing it.

Primary data collected from beneficiaries may reflect the opinions of the most dominant groups without capturing the perceptions of less vocal groups. The evaluation team should take this into account and make sure that all parties are freely expressing their views. The evaluation team will mitigate this potential oversight by organizing focus groups based on the need to ensure that participants can speak freely during discussion.

6. Deliverables

- Inception report that will include methodology, sampling approach, data analysis, field procedures, and timeline
- Data quality assurance plan and method
- **Data collection and analysis tools:** Set of questionnaires, formats, and Excel spreadsheets used to collect and analyze data, and their implementation guidelines; French
- **Data files:** raw field notes, transcribed notes, tabulated data
- **Weekly Progress Reports:** A written and/or electronic report of the evaluation's progress made in the field covering key scheduled activities, completion status and found constraints in regard to data collection; English or French
- **Initial presentation:** A PowerPoint presentation on results and conclusion of the evaluation. The presentation should not be more than 15 slides; English and French
- **Submission of Draft Evaluation Report:** The team will submit a draft report to the NCBA CLUSA key staff (Project COP and M&E Specialist; and Program Manager at HQ) and USDA Analyst, who will provide comments for revision; English
- **Final Report:** A written and electronic document that includes an executive summary, table of contents, methodology, findings, conclusions, lessons learned and recommendations. The report will also include annexes that will have all custom and standard indicators with disaggregates and updated values in comparison to baseline values. All the personal identifying information must be scrubbed in the final version of the report. The report will be submitted in English. The final report should include a database with all collected information and analytical framework.

7. Evaluation Management and Coordination

Per the requirement of USDA policy this evaluation will be conducted by independent third-party evaluators. NCBA-CLUSA will provide logistic support that will also include inviting stakeholders for the meetings. Evaluator will present methodology and findings to USDA

official and CLUSA team. Draft report will be shared with USDA for their review and comments. The report will be finalized after the approval from USDA.

Approximate Timeline of Events	
Develop a scope of work for the evaluation and list of required qualifications for the external evaluation team, post a call for proposals	Three months prior to evaluation (August 2017)
Review applications	Two months prior to evaluation (November 2017)
Select external evaluation team/consultants	One/Two months prior to evaluation (November 2017)
Work with the external evaluation team to finalize project evaluation TOR and agree on evaluation methodology	One months prior to evaluation/ Approximately eighteen months after implementation of key project activities (November/December 2017)
Field work – data collection (interview, focus groups)	3-4 weeks in December 2017/January 2018
External evaluators prepare analysis documents and reports	One month after the evaluation activities (January 2018/February 2018)
Program team (COP, senior leadership in HQ, M&E Specialist, technical teams where appropriate) review evaluation report and analysis, as well as lessons learned and other documentation	One months after evaluation (February 2018)
Submit final mid-project evaluation report to USDA	Within 15 days following end of review process (February/March 2018)
Presentation of findings to stakeholders	Six weeks after evaluation (March/April 2018)
Implementation of suggested findings where appropriate and feasible	Six weeks after evaluation and ongoing (March/April 2018- onward)
Report on implementation of follow-up actions	Ongoing, in future project reports as appropriate

8. Audience and Intended Use

This evaluation will help measure project performance to date and measure the effectiveness, efficiency, and relevance of the activity’s approach in achieving its stated goals. Performance results, lessons learned and the success of the supported activity are to be shared with the USDA to guide project implementation for the remaining years of the activity and to inform future activity design. The audience will include all key stakeholders e.g., USDA, NCBA CLUSA, partner organizations e.g., CRS, program participants, local government departments including ANCAR and DRDR, public institutions, including ITA, private sector partners, and other non-governmental organizations working in synergy with the MBSP. Other audience may include individuals and

groups who are not necessarily engaged in the project activities but may benefit from the findings that may be published and disseminated through CLUSA website and/or presentation in national and international conferences.

9. Selection of the Evaluation Team

An outside firm/external evaluator will be selected for the mid-term evaluation. Through this competitive process NCBA CLUSA will select an evaluation firm who have local expertise and experience evaluating agricultural and trade initiatives with similar target audiences. Major requirements for the evaluator will include:

- Demonstrated knowledge, analytical capability, language skills and experience in conducting evaluations of development programs involving agriculture, trade, and marketing in Senegal.
- Technical skills and capacity in the application of analytical frameworks such as comparison with non-project areas, surveys, involvement of stakeholders in the evaluation, and statistical analyses.
- Have knowledge of US Government projects including either USDA or USAID.
- Have experience managing or evaluating agricultural value chain projects.
- Preferably have experience in sub-Saharan Africa development projects.
- Ability to travel to rural areas of Senegal on difficult roads to meet with stakeholder partners.
- Budget Competitiveness
- Fluent English language and writing skills.
- Competency to write detailed, concise and coherent final evaluation report.
- Gender balance and cultural sensitivity

10. Conditions of application

Consultants and companies wishing to carry out this mission must send the following items (12-point font) in the order specified below to be taken into account during selection:

1. Technical proposal

The technical proposal (12 pages max.) Must reflect how the offeror will carry out the tasks included in the work. Candidate companies will provide a detailed plan of the specific activities, the timetable for carrying out the mission, as well as the data collection and analysis activities. In addition, it will include a proposal for the statistical approach.

2. Financial application

The candidate companies/consultants will propose a realistic estimate of the cost of this mission, including a detailed budget and a justification of the expenditure. The budget will only contain costs that can be directly attributed to the proposed activities, with an explanation of the line items. All training costs, such as rental of premises, advance transport, etc. must be clearly articulated for each training. Applicants must present adequate administrative and financial systems to manage the funds covered by this agreement. If the candidate companies charge overhead, they will need to provide their NICRA. The maximum amount will not exceed

\$150,000, but competitive budgets will receive a higher score.

3. Organization

The candidate companies/consultants must briefly list and describe their history, vision, objectives, legal status, ownership and management structure, current projects / services, current clients / assignors, current geographic scope and experience.

4. Personnel

The candidate companies/consultants must briefly list and describe the names and qualifications of the key personnel assigned to the assignment (the CVs of the proposed staff must be included in the Annex). The proposed team should preferably be multidisciplinary and include at least (A) a team leader for monitoring and evaluation, with extensive experience designing and implementing evaluations and analyzing the results (ex: a statistician and / or analyst familiar with the analysis of quantitative and qualitative data) Experience in the target regions is desirable; (B) an agricultural economist, a rural development specialist or a person with an equivalent level of competence, specializing in economic development and data collection activities.; (C) a database and information system specialist; (d) a data entry team; and (e) enumerators.

5. Proof of Experience

Applicant companies/consultants will have to prove their experience in similar missions by providing a list of all contracts and / or cooperative agreements involving similar or related work during the last two years. Additionally, the applicants must submit at least three reference letters from previous consultancies.

6. Legal registration

Candidate companies/consultants' engagement is subject to the consultant obtaining necessary visas and work authorization.

11. Criteria for the evaluation of the proposal

The following criteria are those under which all proposals will be judged:

1. Quality of technical approach and methodology (40%)
2. Past experience of individual and / or company with USDA and / or USAID or other International Development Organizations (10%)
3. Demonstrated experience and technical skills of the team/reference letters (15%)
4. Completeness of proposal (including schedules, total budget, employee CVs, etc. (15%)
5. Cost realism, budget justification and effectiveness. Given it meets these standards, competitive budgets will receive a higher score. (20%)

12. Application Deadline

Applications must be in English and with single spacing. The pages must be numbered and each

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page must contain the name of the company. Proposals must be sent by e-mail to NCBA CLUSA at the following address: mwall@ncba.coop.

Please include the name of the person in your organization sending the application, as well as the phone number, fax number and e-mail address.

Applications must reach the project by **November 10, 2017** at 6:30 pm EST at the latest.

If you need more details, please contact our offices by email at mwall@ncba.coop.

NCBA CLUSA reserves the right to subsidize all or none of the applications submitted and / or to modify the terms of reference / geographical areas before the project begins.

Annex I: Theory of Change (See below)

