



REQUEST FOR PROPOSALS Consultancy for MOCCA Program

Amended to extend the deadline for questions

Program name: Maximizing Opportunities in Coffee and Cacao in the Americas (MOCCA)

Expected start date: November 2018

1. Background

1.1 Background on TechnoServe

TechnoServe is an international nonprofit organization that promotes business solutions to poverty in the developing world. It is headquartered in Washington, DC and operates in 29 countries worldwide. TechnoServe's mission is to work with enterprising men and women in the developing world to build competitive farms, businesses and industries. It does this by linking people to information, capital and markets. With nearly 50 years of proven results, TechnoServe believes in the power of private enterprise to transform lives.

1.2 Background on the MOCCA Program

The *Maximizando Oportunidades en Café y Cacao en las Americas* (“Maximizing Opportunities in Coffee and Cacao in the Americas,” or MOCCA) project will facilitate a resilient and growing trade of coffee and cacao from six countries¹ in the Andean and Central American regions, sustained by profitable farmers making ongoing investments to maintain the health of their trees and the performance of their farms. In addition to direct implementation, MOCCA will use a facilitative approach that leverages the resources of the private sector to drive incentives (and behavior change) throughout the market system. MOCCA will ensure market system actors are incentivized, capacitated, and networked to provide high-quality and affordable goods and services to farmers and other value chain participants, improving productivity and trade.

Our theory of change posits that if farmers understand the benefits of renovation and rehabilitation (R&R), possess the knowledge and skills to conduct R&R, and have access to high-quality inputs and affordable financing, then they will carry out low-cost R&R practices that will increase profitability and catalyze a cycle of R&R investments. In turn, these investments will lead to a more secure and sustainable supply of coffee and cacao for U.S. and other regional and international markets. In the rest of the countries, the project interventions target both the coffee and cacao value chains.

The MOCCA program identified seven key Activities that together address the needs, challenges, and constraints in the coffee and cacao value chains, particularly as they relate to the ability of farmers to effectively and sustainably rehabilitate and rejuvenate (R&R) their plots. These activities are summarized as follows:

- **Activity 1: Training: Increase farmer knowledge and skills.** MOCCA will train farmers and build the capacity of local market actors to provide quality extension services.
- **Activity 2: Market Access: Facilitate buyer-seller relationships.** MOCCA will increase farm gate prices by transitioning farmers from low-value to high-value trading models that reward quality and incentivize farmers to invest in their farms.
- **Activity 3: Inputs: Facilitate research and disseminate findings.** MOCCA will support local and regional organizations to augment and disseminate their research to market system stakeholders.
- **Activity 4. Inputs: Develop suppliers of high quality genetic material for planting.** MOCCA will expand the network of nurseries and clonal gardens, and will build their capacity to provide better genetic material and manage their business.
- **Activity 5. Financial Services – Facilitate agricultural lending.** MOCCA will catalyze access to short-term working capital as well as to long-term finance for R&R activities.
- **Activity 6. Capacity Building: National Commodity Institutions:** MOCCA will provide customized capacity-development support for National Commodity Institutions (NCIs) while ensuring they are all equipped to deliver on a standard set of services related to R&R.
- **Activity 7: Capacity Building – Regional Platforms.** MOCCA will collaborate with existing regional coffee platforms—particularly in their efforts around R&R and sector competitiveness—and develop a new regional platform for cacao.

The MOCCA Program is currently in its start-up phase and will begin implementation in the first months of 2019.

MOCCA Evaluation Plan

TechnoServe elaborated a first draft of the evaluation plan for the life of the program, which provides the guidance for the execution of these Terms of Reference. The evaluation plan establishes the proposed methodologies to measure both increases in agricultural productivity among participating farmers, and in the expanded volume of agricultural trade. MOCCA's evaluation approach is informed by the scope and complexity of MOCCA's activities, specifically the fact that MOCCA will be implemented across six countries, targeting two sectors (coffee and cacao) in each country (with the exception of Ecuador, which will focus only on the cacao value chain), along different timelines and tailoring activities to both the market-systems and smallholder levels. These realities require a strategic approach to evaluation that will be rigorous without exhausting project resources. MOCCA will target the evaluation at two major levels. We will target MOCCA's impact at the **market-systems level** using a mixed-methods evaluation that leads

with qualitative methods. We will target project impact at the **farmer level** using primarily quantitative methods.

Evaluation Objectives and Scope

The successful contractor/s will be tasked with finalizing MOCCA's Evaluation Plan and then executing the evaluation plan, starting with the baseline study. Based on the contractor's performance with the baseline study, TechnoServe will seek approval to sole-source the midterm and endline evaluations in order to maximize the complementarities between baseline and the subsequent evaluation activities as well as to increase efficiency and continuity in the evaluation process.

The broad objectives of the baseline and program evaluations will be:

- Provide an objective assessment of the characteristics of the targeted population (smallholder farmers) and provide data to be used as a bench line for performance indicators to support the ongoing monitoring activities as well as subsequent program evaluations.
- Undertake a process evaluation including midline survey to inform the program on what is working and what is not and recommend adjustments to the implementation strategy and process.
- Undertake an end-of-program evaluation that will inform TechnoServe and its partners on MOCCA's results and impact. In addition, to identify lessons learned from the project's implementation experience for future programming either at TechnoServe or within the donor/partner organizations.

Evaluation Target Audience

The results of the evaluations would be used by various TechnoServe departments and also by key program stakeholders. The primary users will be specific programs within TechnoServe that are implementing various models and wish to validate their own program designs. The program development department at TechnoServe will seek to learn how future program designs can be improved to ensure relevance, efficiency, effectiveness, impact and sustainability. The TechnoServe global impact team would seek to aggregate impact across different TechnoServe programs and also compare performance across different programs. Program donors and other stakeholders will want to know whether their support through TechnoServe is impacting the right beneficiaries and whether the models that TechnoServe implements are suitable and sustainable.

Evaluation Approach and Methodology

The detailed methodology for the MOCCA program evaluations is defined in a first draft of the Evaluation Plan, developed by TechnoServe. The selected contractor will be expected to work alongside with TechnoServe in the review of the draft Evaluation Plan and, if necessary, to propose adjustments and/or approaches that will enable the completion of all program's

evaluations. As aforementioned, MOCCA will target the evaluation at two major levels: at the farmer level and at the market-systems level.

Given that the MOCCA intervention includes both direct implementation and a facilitative approach, the evaluation methodology should consider that project activities will begin at different times. Activities that involve work with different market system actors, such as local and regional research organizations, suppliers of genetic material, providers of financial services and National Commodity Institutions (Activities 3 to 7, please refer to page 2) will begin in early 2019. These activities are considered part of the market-systems level of analysis.

The evaluation at the farmer level, which addresses training to farmers and their access to markets (Activities 1 and 2, please refer to page 2), will start in the second year of the intervention, by April 2020. MOCCA intends to develop partnerships with service providers during the first year of the project, so that in year two, farmers receive technical training while also being supported to access financing, high quality genetic materials and markets that reward quality.

Our methodology for evaluation aims for an “optimal” evaluation of MOCCA’s outcomes and results among **farmers** using a difference-in-difference design with propensity score matching, in addition to a “contingency” design in case it is not possible to find an appropriate counterfactual group using propensity score matching². Our “contingency design” will use pre/post methods to identify changes in key project outcomes and results among project beneficiaries, and will contextualize these methods using qualitative data and non-beneficiary farmer results to draw conclusions about the project’s impact on the beneficiary population of farmers (with appropriate qualifications about causality).

At the farmer level, the baseline study will use quantitative methods to collect data on project indicators relating to key outcomes of interest, such as: farmer production practices, farmer yields; and farmer sales. We aim to collect data from a population-based random sample of approximately 300 farmers in each sector and country for a total sample of approximately 3,300 farmers. To optimize resources, sample size will be estimated using a multi-stage cluster-based sampling within the project’s targeted intervention areas. TechnoServe will assess, alongside with the contractor, the best timing to collect data, since beneficiaries will be recruited at different points in time. Data will be analyzed using both descriptive statistics and regression analysis.

At the market systems level, the contractor will produce a market-system analysis focused on the specific issues and constraints affecting the development of the cacao and coffee market systems

² We do not propose to use a randomized control trial (RCT) methodology given the broad geographic scope and complexity of the project’s activities. A rigorous experimental design framework would require *a priori* identification of project beneficiaries, and that we withhold treatment from a pool of those beneficiaries (preferably using random assignment between treatment and control), for at least a significant portion of the project timeline. In TechnoServe’s experience, it is difficult to maintain the integrity of the control group throughout project implementation, particularly given the project’s objectives of reaching a large number of beneficiaries and interacting with them through market-level interventions as well as farm-level interventions. The challenge of protecting a control group from project interventions is particularly difficult given the project’s partially facilitative approach, which lessens its direct control over the specific geography of project intervention.

in each location. The analysis would be conducted with the input from the MOCCA technical team. The methodology will be based on qualitative methods including: field-based scoping missions, participant observation, key informant interviews and focus groups discussions in all of the intervention countries. Respondents will include value-chain actors, stakeholders, and experts who will be purposefully selected to represent a diversity of characteristics across regions, scale, commercial orientation, and gender. The outcome of the market-system analysis will be a targeted assessment of the country-specific cacao and coffee market systems that will set baseline values at the market level.

The baseline will also collect information regarding questions to be assessed in the final evaluation, all of which relate to the USDA's Food for Progress Learning Agenda (*USDA Food for Progress Learning Agenda: Trade Expansion and Agricultural Market Development, July 2016*). The Learning Agenda questions to which we anticipate contributing knowledge as a result of our evaluation activities include:

- **Value creation.** What effects do different supply chain development interventions have on farmer uptake of improved technologies, and production and management practices? (Learning Agenda question 1).
- **Market linkages.** What types of market linkages and supply-chain coordination and development models for the coffee and cacao sectors across MOCCA's implementation countries are most effective in linking farmers to profitable markets and improving quality and efficiency in the market? (Learning Agenda question 16).

It is expected that the farm-level analysis and the market-systems analysis at midterm and endline evaluations will replicate the methods and instruments used in the baseline study, incorporating revisions and updates based on the baseline results and relevant developments in the implementation context.

In addition, the general approach should address or achieve the following:

- *Attribution:* able to attribute the impact of TechnoServe's intervention to the intervention itself,
- *Intrusion:* should not interfere/ intrude in the project implementation process,
- *Reputational risk:* should not create any reputational risk to TechnoServe and/or to the evaluator,
- *Statistical rigor:* should meet the highest possible level of data integrity and statistical rigor compatible with the intervention
- *Usage of available monitoring data:* should be able to utilize any existing program data/information,
- *Cost effectiveness:* should aim at utilizing the minimum resources to achieve the highest level of methodological acceptance and statistical rigor.

Key Deliverables

The evaluation plan consists of three specific studies: Baseline, Mid-term Review and the Final Evaluation. First, the contractor will be responsible for conducting the Baseline. Based on performance, TechnoServe will seek approval to sole-source the midterm and endline evaluations.

The key deliverables are defined as follows:

1. Evaluation Plan

The contractor will assist TechnoServe in the adjustment of the Evaluation Plan that will be submitted to USDA.

1.1 Deliverables:

- A final Evaluation Plan to be submitted to USDA once the project is approved (approximately 30 days after contracting for this RFP).

2. Baseline study

The baseline study will collect data that will be used as a benchline for performance indicators to support both ongoing monitoring activities as well as program evaluations. The key deliverables expected **in the baseline study** will include but are not limited to:

- *Baseline work plan with time table:* This document must be delivered before implementing the baseline. It consists of a detailed work plan which should include the methodology, data collection and analysis plan, staffing, assessment of respondent risks, budget and time frame.
- *Tools for the data collection.* In collaboration with the MOCCA's technical team, the contractor will define the data sources and methods of collection and preferred measurement methods. This will involve designing the questionnaire, interview and protocol templates and adapting them to the project's specific context. It will also include development of other relevant instruments and templates. All tools and questionnaires should be submitted for TechnoServe's review and approval. TechnoServe must receive a copy of the complete set of the approved tools and questionnaires.
- *Field work plan:* This document should describe all the activities to be conducted in the field with the corresponding budget. The document should include: a) a summary table with the detail of groups and individual units to be observed, the dates and locations of data collection; b) overview of measures taken for the protection of human subjects; and d) assessment of respondent risks and benefits.
- *Baseline databases.* Databases should be designed in excel or other statistical software (e.g. Stata, SPSS). Charts should be generated with their corresponding graphics, providing relevant pivot tables or other dynamic analysis and including an explanation of the analysis. The qualitative analysis should analyze and provide summaries of focus group and in-depth interview discussions.

- *Summary of Key results:* Once data collection, aggregation and analysis is complete, the evaluation firm/consultant will provide summaries on the key results as a preliminary draft baseline report.
- *Final baseline report:* The document should include an annotated table of contents and all the relevant analysis to address the research questions. This report should be submitted in English and Spanish
- *A 2-3 page stand-alone brief* describing the baseline design, key findings and other relevant considerations. It will serve to inform any interested stakeholders of the evaluation plan, and should be written in language easy to understand by non-evaluators and with appropriate graphics and tables. This brief should be submitted in English and Spanish.

3. Mid-term Evaluation

The purpose of the midterm evaluation will be to provide early insights into the project's implementation performance and to enable adaptive management during the remainder of the project. To that end, the scope will include a comprehensive review of MOCCA's project strategy, as well as moderately scaled external data collection in order to assess project performance at the farmer and market-systems levels. More detail on the data collection techniques and the methodologies are detailed in the draft Evaluation Plan.

The key deliverables expected **in the mid-term evaluation** will include but are not limited to:

- *Work plan with time table:* This document must be delivered before implementing the mid-term evaluation. It consists of a detailed work plan which should include the methodology, data collection and analysis plan, staffing, assessment of respondent risks, budget and time frame.
- *Revised/updated tools for data collection:* the farm-level analysis and the market-systems analysis at midterm will replicate the methods and instruments used in the baseline study, incorporating revisions and updates based on the baseline results and relevant developments in the implementation context.
- *Field work plan:* This document should describe all the activities to be conducted in the field with the corresponding budget. The document should include: a) a summary table with the detail of groups and individual units to be observed, the dates and locations of data collection; b) overview of measures taken for the protection of human subjects; and d) assessment of respondent risks and benefits.
- *Mid-term databases.* Databases should be designed in excel or other statistical software (e.g. Stata, SPSS). Charts should be generated with their corresponding graphics, providing relevant pivot tables or other dynamic analysis and including an explanation of the analysis. The qualitative analysis should analyze and provide summaries of focus group and in-depth interview discussions.
- *Summary of Key results:* Once data collection, aggregation and analysis is complete, the contractor should provide summaries on the key results in a PowerPoint deck.

- *Draft evaluation report:* A draft evaluation report will be submitted to TechnoServe at least one month before the due date for the final report. (TechnoServe will provide a format and guidelines for the evaluation report.)
- *Evaluation report:* The final report will be submitted according to an agreed upon timeline and should fit the format and guidelines provided by TechnoServe.

4. Final Evaluation

The purpose of the final evaluation will be to provide rigorous evidence on MOCCA's results and impact. A key focus of the final evaluation will be to identify lessons learned from the project's implementation experience and results to advance USDA's Food for Progress Learning Agenda. The final evaluation will draw on farm-level and market-systems analyses to inform its results, as well as on an internal, retrospective analysis of the project's systems and strategy. The Evaluation Plan provides more detail on the proposed data collection techniques and methodologies, which will be based on the baseline study.

The contractor will produce the following deliverables as part of the **final evaluation**:

- *Final evaluation work plan with time table:* This document must be delivered before implementing the evaluation. The document should include the methodology, data collection and analysis plan, staffing, assessment of respondent risks, budget and time frame.
- *Revised/updated tools for data collection:* the farm-level analysis and the market-systems analysis at endline evaluation will replicate the methods and instruments used in the baseline study, incorporating revisions and updates based on the baseline results and relevant developments in the implementation context.
- *Field work plan:* This document should describe all the activities to be conducted in the field with the corresponding budget. The document should include: a) a summary table with the detail of groups and individual units to be observed, the dates and locations of data collection; b) overview of measures taken for the protection of human subjects; and d) assessment of respondent risks and benefits.
- *Final databases.* Databases should be designed in excel and/or other statistical software (e.g. Stata, SPSS). Charts should be generated with their corresponding graphics, providing relevant pivot tables or other dynamic analysis and including an explanation of the analysis.
- *Summary of qualitative analysis:* Qualitative analysis should analyze and provide summaries of focus group and in-depth interview discussions.
- *A preliminary technical document with preliminary findings (First draft of the final report).* The document should include an annotated table of contents and all the relevant analysis to address the research questions. This report should be submitted in English.
- *Summary of Key results:* Once data collection, aggregation and analysis is complete, the contractor should provide Summaries of the key results in a PowerPoint deck.
- *Final evaluation report:* The document should include an annotated table of contents and all the relevant analysis to address the research questions. The document should be delivered in English. Once the document is approved by TechnoServe, it must also be

submitted in Spanish. The document should include relevant tables and graphs of quantitative and qualitative analysis with recommendations for improvements and lessons learned. The contractor will produce electronic versions, including interpreting and synthesizing statistical results, conducting literature review and synthesis, and incorporating comments from the project technical team and recommendations for TechnoServe, the donor and other key stakeholders. The Executive Summary should include a maximum of 5 pages.

Profile of Evaluator/Evaluators

The evaluator candidate must demonstrate:

- At least five years of strong experience in designing and leading multi-faceted program evaluations
- Experience evaluating agricultural livelihood programs or market facilitation approaches would be preferred
- Proven ability and experience in forming and leading multi-disciplinary teams to conduct impact evaluations
- Ability to facilitate and relate to stakeholders at multiple levels
- Proven ability to use quantitative, qualitative and participatory evaluation methods, with examples and references that can speak to this experience
- Data analysis and presentation skills
- Strong writing ability, particularly in English
- Sensitivity to cultural/historical context in the data collection process
- Experience conducting evaluations for international donors (e.g. USDA, USAID, and European Union, etc.)
- Experience working in the targeted Latin American countries (Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Peru) would be preferred

Period of Performance

The period of performance of any contract resulting from this solicitation is anticipated to begin on or about Nov 15, 2018, for a duration of approximately 18 months for the baseline assessment. If the contractor is also selected to conduct the mid-term and end-of-program evaluations, the duration of the contract will be approximately five years, or until the MOCCA program ends in September 2023.

Submission and Evaluation of Proposals

1. Questions regarding this RFP may be addressed to rfplac@tns.org, and must be received no later than *5pm EDT on October 14*. Responses to all questions will be appended to the link on TechnoServe's web site for this RFP no later than *5pm EDT on October 17*.
2. Interested and qualified parties who intend to submit a proposal for this RFP are asked to confirm their intent by emailing rfplac@tns.org by *October 18*. Applicants who express

their intent to submit a proposal by this deadline may request access to the draft Evaluation Plan.

3. Candidates meeting the aforementioned criteria should address their proposals to the attention of rfplac@tns.org, with the subject line “**Proposal for TechnoServe MOCCA Evaluations,**” *no later than 11:59 pm EST on Sunday, November 4.*

The main body of the proposal should be 8 -10 pages and should include the following:

- A cover letter summarizing the applicant’s interest and capacity to implement the evaluation plan for this program (including baseline, mid-term and final evaluations).
- A description of the recommended evaluation methodologies that demonstrates an understanding of MOCCA’s expected impact and implementation approach, and the context of coffee and cocoa markets in Latin America and the Caribbean.
- Experience in evaluating the development sector, including areas such as market facilitation/approaches, agricultural value chains, enterprise development, youth programs, gender-focused programs.
- Strong experience in applying different quantitative *and* qualitative methodologies (provide some details of specific assignments, challenges encountered and how the challenges were mitigated)
- List of three references who can attest to your experience and expertise in evaluation. Include contact information (daytime phone numbers and email contacts)
- List of the three most recent relevant assignments that you have undertaken, including a description of why these are relevant to this RFP and what learnings were drawn from that assignment

Appendices (not included in the 8-10 page limit)

- CVs of the evaluator(s), outlining previous evaluation experience and accomplishments as it relates to demonstrating the skills and knowledge needed to fulfill the requirements of the RFP
- Detailed budget for finalizing the evaluation plan and implementing the baseline, and a high-level estimate for implementing the mid-line and end of program evaluations, including critical assumptions informing the estimate. The total estimated value of all deliverables shall not exceed the contract ceiling. The MOCCA Program has estimated that the total contract ceiling will range between US\$1,000,000 and US\$1,500,000. The final contract ceiling will be contingent on both the “value for money” of the selected applicant’s cost proposal and on the final program budget.³
- Demonstrated financial and administrative capacity to manage a contract of this size
- Optional: one example of an evaluation report recently completed or any other document that demonstrates strong writing ability. (These documents will be handled with the utmost confidentiality).

The following criteria will be used to evaluate and rank the proposals submitted.

³ The MOCCA Program will be funded by USDA’s Food for Progress Program, which generates program funds by monetizing U.S. commodities. Hence, the final program budget is subject to commodity markets.

Section	Points
Past Performance (as demonstrated in the applicant's proposal and based on the reference check)	40
Proposed Evaluative Approach (suitable to MOCCA's complex design and context)	30
Staffing (team with knowledge and skills suitable for MOCCA's evaluation needs)	20
Cost	10
Total	100

TechnoServe reserves the right to award the contract to the consultant or firm whose proposal is deemed to be in the best interest of TNS and the Donor.

The consultant or firm with the winning proposal will be notified in writing. Applicants who are not selected will also be notified.

Proposals should remain valid through January 31, 2019.

Appendix 1 – TERMS AND CONDITIONS

1. The Consultant or Consulting firm, and all parties constituting the Bidder, may have the nationality of any country. All national or international consulting firms or group of individuals acting as a Consulting Group must be legally constituted. In the event that the candidate is a natural person, the following principles apply:
 - a. The Consulting firm will act in representation of a group of consultants;
 - b. The Consulting firm will receive any remuneration from TechnoServe, to be distributed among the team members as they are defined;
 - c. If the Consulting firm finds that any of their staff have committed serious misconduct or low performance, then the consultant shall provide in a timely manner, as a replacement a person with qualifications and experience acceptable to TechnoServe. Penalties will apply if the Consultant does not remedy a failure in the performance of their obligations under the Contract.
2. A bidder must meet all requirements of an independent evaluator indicated in Part 7 CFR 1499.13, articulated in USDA Foreign Service Evaluation Policy. These requirements include but are not limited to:
 - a. [Independent evaluator] uses acceptable analytical frameworks such as comparison with non-project areas, surveys, involvement of stakeholders in the evaluation, and statistical analyses;
 - b. Uses local consultants, as appropriate, to conduct portions of the evaluation; and,
 - c. Provides a detailed outline of the evaluation, major tasks, and specific schedules prior to initiating the evaluation.
3. A bidder must not have a conflict of interest. Bidders who are found to have conflict of interest shall be disqualified. Bidders shall be deemed to have a conflict of interest with one or more parties in this bidding process if they are or have been associated, directly or indirectly, with a company or with any of its affiliates which have been hired by TechnoServe to provide consulting services for the preparation of the design, technical specifications and other documents to be used in the tender for the acquisition of goods subject to these bidding Documents.
4. The Request for Proposal is not and shall not be considered an offer by TechnoServe.
5. All responses must be received on or before the date and time indicated on the RFP. All late responses will be rejected.
6. All unresponsive responses will be rejected.
7. All proposals will be considered binding offers. Prices proposed must be valid for entire period indicated in the RFP.
8. All awards will be subject to TNS contractual terms and conditions and contingent on the availability of donor funding.
9. TNS reserves the right to accept or reject any proposal or cancel the solicitation process at any time, and shall have no liability to the proposing organizations submitting proposals for such rejection or cancellation of the request for proposals.
10. TNS reserves the right to accept all or part of the proposal when award is provided.
11. All information provided by TNS in this RFP is offered in good faith. Individual items are subject to change at any time, and all bidders will be provided with notification of any changes. TNS is not responsible or liable for any use of the information submitted by bidders or for any claims asserted therefrom.

12. TNS reserves the right to require any bidder to enter into a non-disclosure agreement.
13. The bidders are solely obligated to pay for any costs, of any kind whatsoever, which may be incurred by bidder or any third parties, in connection with the Response. All responses and supporting documentation shall become the property of TNS, subject to claims of confidentiality in respect of the response and supporting documentation, which have been clearly marked confidential by the bidder.