



**Climate Resilience  
Optimization For  
Productivity In  
Horticulture  
(CROP-H)**



## **Request For Proposals (RFP)- Baseline**

for the USDA Food For Progress Climate Resilience Optimization for Productivity in Horticulture (Crop-H) project in The Gambia

Submission Deadline: 5:00 PM Central Time, May 31, 2024

## **1. Introduction**

Shelter For Life International (SFL) will implement the Climate Resilient Optimization for Productivity in Horticulture (CROP-H) Project using a market-based approach in collaboration with multiple stakeholders across the horticulture value chain to implement the five (5) year United States Department of Agriculture (USDA's) Food for Progress (FFPr) Project in The Gambia with an operating budget of \$12.3 million US Dollars.

The project's overall goal is to increase food security by strengthening the agricultural sector through (1) increasing productivity and output, (2) expanding and improving the quality of exports, (3) providing youth and women employment, and (4) improving incomes and standard of living for smallholder farmers in The Gambia.

SFL seeks proposals from qualified firms with experience conducting evaluations on horticulture production and trade activities. Interested parties may send their proposals as outlined in this RFP to select the best service provider to perform the services described below in the Terms of Reference.

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

## **TERMS OF REFERENCE**

### **SCOPE OF WORK**

#### **2. Project Background:**

CROP-H will support the Government of The Gambia's goals (1) to increase food security by strengthening the agricultural sector using Climate Smart Agricultural (CSA) practices, and (2) by expanding the trade of horticultural products. SFL will focus specifically on strengthening the horticultural sector led by women farmers who grow fruit and vegetables on small plots of land. Youth (ages 18 to 35) will be targeted through inclusion in market-oriented production and value-addition initiatives in response to increasing demand for technical services. Improving linkages in the horticultural value chain will increase crop productivity, expand and improve the quality of exports, increase employment for women and youth, boost incomes, and improve smallholder farmers' living standards. The project will benefit smallholder farmers, particularly women and youth, farmer associations and cooperatives, horticulture federations, agricultural processing, export, trade businesses, and government institutions. Other stakeholders within the horticulture value chain that will benefit from project activities include government agencies and ministries, processors, transporters, input suppliers, and exporters. The project will directly benefit approximately 27,661 individuals and indirectly benefit 193,629 individuals across targeted areas, including the Lower River Region (LRR), North Bank Region (NBR), Central River Region (CRR), West Coast Region (WCR), Upper River Region (URR).



Figure 1: Five intervention regions in The Gambia

**Table 1: Beneficiary Groups Breakdown**

Beneficiary Group	Number of Individuals	Notes
Irrigated Gardens	4,500	150 farmers x 30 sites. <i>Farmers working in gardens which have been improved or rehabilitated.</i>
Cooperative Members	8,400	350 members x 24 cooperatives/associations. <i>Includes active and passive members and estimates of farmers joining as members.</i>
Regional Marketing Federation Members	9,000	1,500 members x 6 Federations. <i>Includes active and passive members and estimates of farmers joining as members.</i>
Other Direct Beneficiaries	5,761	<i>Beneficiaries not counted in other categories who may not have received training but have directly participated or been reached directly by an intervention. e.g. Participants in Hort trade shows, individuals who have increased access to markets, MSME grant recipients, transporters, buyers, cold storage, access to SPS and testing services, platform users, fruit and vegetable aggregators, seed and equipment agro-dealers, proprietors of businesses or firms in the private sector that have benefited from policies which USDA has contributed to.</i>
Total Direct Beneficiaries	27,661	
Total Indirect Beneficiaries	193,629	Direct beneficiaries x 7 family members/household

### 2a. Theory of Change

The following theory of change provides an analysis to describe how an intervention is expected to lead to a specific change. Three Components guide the project, each supported by two or three corresponding Activities, for a total of eight Activities. **If** SFL partners with key stakeholders to build the horticultural value chain: **Then** it will increase productivity and market efficiency and contribute to improved food security through the following components and activities.

### **Component 1: Increase Horticultural Productivity and Markets.**

Activity 1: On-Farm Infrastructure; Activity 2: Training-Improved Agricultural Production Techniques; and Activity 3: Promotion of Bio-Fortified and Diversified Crops will improve and expand existing irrigation systems and climate-smart technologies; increase knowledge and application of sustainable agriculture and climate adaptation techniques; and improve diet and nutrition of rural populations in the country.

### **Component 2: Build Farmer Associations and Cooperatives.**

Activity 4: Capacity Building- Producer Groups and Cooperatives; Activity 5: Grant Inputs; and Activity 6: Market Access-Facilitate Buyer-Seller Relationships will build capacity of stakeholders in business management, access to finance and market information, and development of buyer-seller relationships.

### **Component 3: Trade Enabling Environment / Sanitary and Phytosanitary Standards.**

Activity 7: Capacity Building: Sanitary and Phytosanitary Standards (SPS) and Improved Policy and Regulatory Framework and Activity 8: Infrastructure – Post-Harvest Handling and Storage; will improve knowledge and application of food and safety standards, improve cool and cold storage capacity, reduce post-harvest loss, standardize and harmonize trade processes, and prioritize data collection of trade information.

## **3. Objectives**

The proposed baseline assessment provides an opportunity to identify project-specific baseline values benchmarks and refine previously identified targets for indicators. This assessment will provide initial data for comparative analysis throughout the project's duration. It provides an opportunity to collect data and values for project indicators that will be referred to during the annual performance monitoring, mid-term, and final evaluations to measure change and the project's results. Additionally, the baseline assessment sets the stage for a robust project monitoring practice throughout the CROP-H project timeline, continuously assessing progress towards intended outcomes. The baseline assessment will establish a comprehensive understanding of the state of the horticultural sector and its value chain in the context of the CROP-H project, considering aspects such as productivity, market access, infrastructure, the vegetable and fruit trade environment, and Sanitary and Phytosanitary Standards (SPS) and regulatory compliance, and to establish the basis for a comparative analysis to measure the progress and impact of the project.

The objectives of the Baseline Assessment are:

- Evaluate the current status of the horticultural sector and its value chain, including actors and their socioeconomic context, activities, performance, data on production, irrigation infrastructure, and water management practices in gardens, fruit and vegetable processing, marketing, exports, and challenges.
- Confirm and assess stakeholders, their roles and responsibilities and how they can affect project implementation.
- Identify baseline conditions for targeted beneficiaries, including smallholder farmers, women, youth, associations, federations, cooperatives, businesses, and government institutions.

- Establish baseline values for each indicator (custom and standard) to track progress and performance throughout the project's life, including setting a foundation for annual performance assessments and comparative analysis throughout the project's lifespan.
- Establish baseline values of the outcome and impact indicators for comparison against the same values to be collected in the midterm and final evaluation
- Set final targets for each indicator; several preliminary targets have been set, but the baseline report will provide recommendations to refine these targets if necessary
- Set the stage for robust project monitoring by establishing data collection tools, protocols, and processes.
- Assess the validity of assumptions regarding context and project design, help review and refine the CROP-H Theory of Change
- Assess risks and opportunities within the horticulture sub-sector for the project implementation and stakeholders involved.
- Assess marketing channels and their effectiveness.
- Build on existing horticulture and trade sector data through desk reviews, as well as data from KIIs and FGDs, to identify opportunities and anticipated challenges that may occur during project implementation and develop overall management strategies.

#### **4. Scope of Work**

The baseline assessment, which includes preparatory work, fieldwork, and submission of the final report to USDA, is scheduled to take place from May to August 2024. The baseline will provide the situational analysis at the start of the project, forming the basis for continuous process monitoring and the Midterm and final evaluations. The results framework and indicator table will guide the baseline. It will confirm indicator selection and targets and establish baseline values for all the performance indicators in the results framework and indicator table. If appropriate, the baseline results will inform the revision of project targets. The baseline will cover all project intervention areas in the West Coast (WCR), North Bank Region (NBR), Lower River Region (LRR), Central River Region (CRR), and Upper River Region (URR) of The Gambia.

#### **5. Methodology**

An external evaluation firm will be engaged to lead the assessment, ensuring an independent and objective analysis. The firm will oversee all aspects, including survey implementation, data cleaning and analysis, and final reporting. SFL's internal Monitoring, Evaluation, and Learning (MEL) team will provide logistical and technical support to the independent firm, which will include overseeing data collection activities in the field, guaranteeing data quality, and ensuring adherence to timelines. Overall management of the baseline assessment will be the responsibility of the external evaluator with support from the MEL Officer at SFL HQ, who will assist the external evaluator in managing the assessment process, and the CROP-H M&E Manager will assist with issues of field management and support.

The evaluation firm will employ a comprehensive baseline assessment using mixed methods and a non-experimental approach to measure project outcomes and possible impacts effectively. Quantitative data collection methods will include document reviews (e.g., project concept note, M&E plan, case studies,

horticulture value chain studies), Producer survey, and an SME survey. Qualitative data will be gathered through Focus Group Discussions (FGDs) with various stakeholders along the horticulture value chain spectrum, such as producer groups, horticulture federations, transporters, and Key Informant Interviews (KIIs) with producers, government officials, cooperative leaders, etc. Additionally, direct observations of farm infrastructure will be conducted. Local enumerators will support the external evaluation firm in data collection.

The external evaluation firm will work with the CROP-H MEL team to train enumerators on administering the baseline survey. The questionnaires will be formatted into an SFL platform that will be used for mobile electronic data collection. The questionnaires will be uploaded to tablets for in-field use. The evaluation firm will then use quantitative software, such as Excel, R, or Stata, to analyze descriptive statistics, disaggregating data in the categories provided in the Performance Measurement Plan (PMP), which were taken from the FFPr Standard Indicator handbook.<sup>1</sup> The external evaluators will also conduct a desk review of foundational documents and facilitate interviews with key actors. The evaluation team will analyze interview data in qualitative software like NVivo or Dedoose. The qualitative data will be used to determine the relevance and fit of the project. Additionally, the quantitative data will be used to set a baseline to compare progress concerning the annual performance monitoring, mid-term, and final evaluations. This baseline data will be used to confirm the implementation plan and make course corrections as needed.

The baseline assessment will be designed to consider the following cross-cutting issues:

- Contributions to the USDA FFPr Learning Agenda
- Gender equality and opportunity for youth engagement in the horticulture value chain
- Seasonality, including weather patterns that impact production

Data collected during the baseline, including information from document reviews, surveys, FGDs, KIIs, and direct observations, will be triangulated to ensure validity and robustness. This involves cross-referencing information from different sources and methods to strengthen the overall evaluation design and provide a comprehensive picture for evidence-based decision-making.

To further enhance credibility and capture the perspectives of those most affected, a local Monitoring and Evaluation (M&E) Advisory Group will be established. Consisting of 5-7 individuals from the horticulture and trade sectors (including women and youth), this group will be incentivized for their participation. The Advisory Group will provide feedback on evaluation questions and data collection tools, offer insights on initial findings and baseline data, and ensure that the evaluation process reflects the community's needs and aspirations. Managed by the external evaluator, the Advisory Group will contribute to continuous quality control throughout the assessment.

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<sup>1</sup> [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://fas.usda.gov/sites/default/files/2019-06/fad\\_indicator\\_handbook\\_feb\\_2019\\_0.pdf](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://fas.usda.gov/sites/default/files/2019-06/fad_indicator_handbook_feb_2019_0.pdf)

## 5a. KEY EVALUATION QUESTIONS

The evaluation questions follow the OECD DAC criteria, and include the following below. These criteria provide a framework used to determine the merit or worth of an intervention, and serve as a basis on which evaluative judgments are made.

- Relevance – Is the intervention doing the right things?
- Coherence – How well does the intervention fit?
- Effectiveness – Is the intervention achieving its objectives?
- Efficiency – How well are resources used?
- Impact – What difference does the intervention make?
- Sustainability – Will the benefits last?

Also, evaluation questions based on project learning and JEDI (Justice, Equity, Diversity, and Inclusion) will be included in the external evaluation studies for the baseline.

The baseline evaluation questions focus on understanding the current context of the project and possible new lines of inquiry, opportunities, challenges, etc., rather than an evaluation of project performance.

**Table 2: Baseline Evaluation Questions**

<b>Relevance</b>	<ul style="list-style-type: none"> <li>- What are the underlying assumptions of this project? Do they make sense for the context and the intervention plan?</li> <li>- What are the target population’s characteristics</li> <li>- What are their needs?</li> <li>- What is the target infrastructure like as of now?</li> <li>- What specific services are needed? What capacity would be important to develop?</li> <li>- Are there other populations that the project should be working with?</li> <li>- What is the policy and regulatory environment like that the project is operating in?</li> <li>- What is the current political, social, economic, and environmental context like in The Gambia?</li> </ul>
<b>Coherence</b>	<ul style="list-style-type: none"> <li>- Is the target population currently reached by and involved in related activities done by other interventions? How should this impact the project’s work?</li> <li>- How could the target population best interact with the program?</li> </ul>
<b>Effectiveness</b>	<p>How best should the project deliver the intended services or activities? Through what mechanisms or arrangements?</p> <p>Do the goals of the project make sense to the stakeholders?</p>

	<p>What are the opportunities that could help the project to be implemented well?</p> <p>What are the threats to the project's implementation? Are there any possible challenges to be aware of?</p> <ul style="list-style-type: none"> <li>- Is there the perceptions that the project services/activities will be beneficial to the target population(s)?</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>- What key resources does the project need? Is there any unexpected resource that might help the project?</li> <li>- What suggestions might stakeholders have to how financial, technological, knowledge, infrastructure, and human resources could best be used to advance the project goals?</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>- What are the likely benefits or positive impacts or outcomes of the program?</li> <li>- Are there any possible negative impacts?</li> <li>- What is the current situation related to the various project indicators? As relevant, what are the current, pre-project values of the various project indicators?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- What suggestions might stakeholders have as of now to aid the sustainability of the project's results and impacts?</li> <li>- What is the current data collection ability (quantitative and qualitative) of the associations?</li> </ul>
<b>Learning</b>	<ul style="list-style-type: none"> <li>- What sort of learning from the project would the stakeholders value?</li> <li>- What are suggestions about how to best collect data to be use for program decisions and course correction as needed?</li> </ul>
<b>Justice, Equity, Diversity, and Inclusion</b>	<ul style="list-style-type: none"> <li>- What is the situation for the groups of people (especially women and youth) that the project aims to benefit?</li> <li>- What justice and equity concerns do the stakeholders have at this point?</li> </ul>

**Table 3: Summary of Data Collection Methods for Baseline Assessment**

Type of Evaluation	Data Collection Methods
Baseline evaluation	- Document reviews of project concept note, M&E plan, case studies, horticulture value chain studies and any other relevant

	<p>documents</p> <ul style="list-style-type: none"> <li>- Producer survey</li> <li>- SMEs survey</li> <li>- FGDs with producer groups, horticulture federations, transporters, middlemen, traders, relevant value chain actors, and financial institutions</li> <li>- KIIs with producers, government officials, cooperative leaders, infrastructure managers, regulatory and policy makers, relevant value chain actors, SFL staff, and USDA staff, and other NGOs etc.</li> <li>- Direct observations on farm infrastructure</li> </ul>
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## 6. Assessment Tools

### 6a. Producer Survey

The Producer Survey provides an opportunity to gather pertinent pre-intervention data on an intended intervention group: producers of horticultural produce, including both women and youth. The Farmer Survey will be the tool used by the external evaluator for baseline, midterm, and final evaluations, but the SFL MEL team will also modify it to collect data annually on project progress toward indicators.

The questionnaires will be formatted onto the CROP-H platform for mobile electronic data collection through tablets. To collect the data related to the IRs in the Results Framework, the survey may include the following modules:

- Household demographics
- Horticulture crops grown and yields
- Climate-smart agriculture practices knowledge and adoption
- Loans and access to finance
- Household Food Insecurity and Access
- Access to horticulture markets, transportation, and buyers
- Sanitary and Phytosanitary (SPS) measures
- Post-harvest value addition, losses and practices
- Knowledge, attitudes and practices related to horticulture production
- Horticulture-specific data (market access, value and volume of sales, etc.)
- Household dietary diversity score
- Malnutrition rate graded by stage

**Primary sampling unit:** Household

**Stratified by:** Regions, all five administrative regions of The Gambia West Coast based on the programmatic focus on providing services and activities on a regional basis.

**Analysis:** Data will be uploaded to quantitative software, such as Excel, R, or Stata, for analysis. Performance data will be collected to understand the project's results over time. The baseline assessment design, sampling, and analytical approaches will be determined with substantive input from the local M&E Advisory Group. Details about the composition of the group are provided in Section 5.

### **6b. Small and Midsize Enterprises (SMEs) Survey**

The SMEs survey will target agribusinesses such as processors, exporters, transporters, input suppliers, and SMEs covered by the CROP-H project grants. A list of stakeholders is provided in Annex 5. The main purpose of this survey is to assess the impact of market infrastructure, access to finance, and market access and linkages on the viability of businesses. This survey will cover the following sections:

- A: Background of SMEs
- B: Market infrastructure
- C: Access to finance
- D: Market access and linkages
- E: Viability of business capacity building

The external evaluators will use this survey tool during the baseline, midterm, and final evaluations. Purposive sampling will be used to select respondents for this survey, and the external evaluator will work closely with SFL to select the SMEs. For analysis, the collected quantitative data will be uploaded to a quantitative data analysis program, such as Excel, R, or Stata.

### **6c. Focus Group Discussions (FGD)**

Protocols and topics for FGD will be established according to the particular group being interviewed (producer groups, horticulture federations, transporters, middlemen, traders, relevant value chain actors, and/or financial institutions, etc.). For example, a FGD of farmer-based organizations will elicit information/opinions on increasing agricultural productivity by increasing the availability of improved inputs, improving infrastructure to support on-farm production, facilitating access to finance, and training farmers on improved agricultural techniques and technologies and farm management as well as their general perceptions on the project. This will provide an opportunity to understand why there has been limited uptake of previous farmer trainings and how the project can improve this uptake. Qualitative data generated by FGD will be transcribed and analyzed by themes to provide context and information for the quantitative data and explore the range of views and opinions related to the topics above.

**FGD Selection:** FGD participants will be selected via purposive sampling techniques. Each focus group will consist of 6-12 participants. Depending on cost, time, and other possible constraints, the external evaluator will decide on the number of FGDs per region to reach saturation.

**Analysis:** Data will be analyzed using a combination of qualitative analysis techniques, including keywords-in-context, domain analysis, taxonomic analysis, conversation analysis, and discourse analysis.

While most FGD analysis focuses on the group as the unit of analysis, it is also important to pay particular attention to information about which participant responds to each question, the order in which each participant responds, response characteristics, the nonverbal communication used to add richness to identified themes surfaced by the group.

#### **6d. Key Informant Interviews**

The external evaluator baseline team members will conduct key informant interviews (KII). These include the key informant interviews with producers, government officials, cooperative leaders, infrastructure managers, regulatory and policymakers, relevant value chain actors, SFL staff, USDA staff, and/or other NGOs, etc. For example, it is critical to include key government ministries in understanding current trade and SPS policies affecting the horticulture trade sector and the level of engagement of various government groups. USDA staff from Washington DC and Dakar are also considered key informants and will be interviewed; it is also appropriate to include interviews with other organizations working in the horticulture sector in The Gambia to enable SFL to benchmark their work against that of others in the sector.

**Interview Selection:** With the input and advice of CROP-H staff, a purposive sample of key informants will be identified. Key informant interviews will use a semi-structured interview protocol to facilitate qualitative assessment. This method of inquiry combines a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to explore particular themes or responses further. It also allows respondents to discuss and raise issues that may not have been considered in structured surveys.

The MEL team and baseline assessment team will determine the minimum number of KIIs to be conducted in each region, appropriately distributed between various targeted value chain actors, resulting in a minimum number of total interviews that will be analyzed to create baseline indicator metrics across these value chain participants.

**Analysis:** Qualitative interviews will employ both open-ended questions, to which respondents could choose to include or not include perceptions and attitudes to various indicators associated with the project, and indicator-specific questions explicitly asking respondents to consider project influences on key indicators. Qualitative responses will be uploaded to qualitative data analysis software, such as NVivo or Dedoose, to organize, analyze, and find insights in the interview's unstructured data.

#### **6e. Direct Observations of On-Farm Infrastructure**

The external evaluation baseline team members will observe key infrastructure sites. This will allow data to be collected that documents infrastructure change over the project's lifecycle.

**Observation Selection:** With the input and advice of CROP-H staff, a purposive sample of key infrastructure sites will be identified. These observations will use a basic analysis rubric to facilitate a general assessment of the sites.

The MEL team and baseline assessment team will determine the minimum number of observations to be conducted in each region, appropriately distributed among various sites. These observations will be analyzed to create appropriate baseline indicator metrics.

**Analysis:** Data from the basic analysis rubric will be used to provide a general assessment of the various infrastructure sites. This will allow project influences on relevant indicators be evaluated in a general way. Data will be uploaded on relevant software, such as Excel, to organize, analyze, and find insights related to the observations.

## **7. Sampling strategy**

The evaluation firm will adopt a comprehensive sample strategy to determine the sample size for the baseline assessment. This strategy involves stratifying the population by region and age group. The population will be divided into strata based on the five regions: Lower River Region (LRR), North Bank Region (NBR), West Coast Region (WCR), Central River Region (CRR) south and north, and Upper River Region (URR). Further stratification will occur within each region based on age groups: 18 to 35 and 35 and above. Quota sampling will then be employed for communal gardens. Quotas will be assigned for each region based on the number of communal and commercial gardens present, and a proportionate sample size for each region will be allocated accordingly.

Collected data will include demographic and regional information; gendered household type; household nutritional status; beneficiary use of climate-smart agricultural practices, use and access to financial services and data; direct-beneficiary profile information; agricultural capacity; production, volume, and values of vegetable and fruit horticulture commodities and high-value horticultural products; total yield and percent of yield lost during production, postproduction, and processing; number and value of loans accessed; and local extension and information sources and services delivery, horticulture-related digital platform use, as well as any other information required for the indicators. A full list of CROP-H performance indicators is available in Annex 2. This list includes, at minimum, the defining variables and details required for the baseline evaluation.

## **8. Prepare Methodology and Data Collection Tools**

In consultation with the SFL MEL team, the external evaluator will prepare an Inception Report, which USDA should approve. The specific tasks of the consulting firm will include:

- Review project documents (including from other horticulture projects or donors in The Gambia such as ROOTS, GIRAV, United Purpose, FAO, the CROP-H relevant studies and papers from the region and/or related to horticulture commodity production and trade, MEL plan, Performance Monitoring Plan (PMP), Indicator Tracking Table, and plan of operations)
- Review USDA documents and policies, including the Monitoring and Evaluation Policy<sup>2</sup>, FFPr Learning Agenda, and the USDA-FFPr Indicator Handbook<sup>3</sup>

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<sup>2</sup> <https://www.fas.usda.gov/sites/default/files/2014-03/evalpol.pdf>

<sup>3</sup> <https://www.fas.usda.gov/programs/resources/guidance-food-aid-program-standard-indicators>

- Finalize the methodology, including the sampling frame and protocols, sampling technique, and sample sizes for baseline assessment/surveys;
- Create the baseline assessment questionnaires, data collection tools, data analysis plans, and quality assurance plan;
- Develop an outline for the final report structure
- Prepare a detailed work plan, including a timeline for the execution of the evaluation tasks, which will be outlined in an inception report.

The external evaluation firm will select and train enumerators to administer the baseline assessment. SFL staff will provide training and facilitation as needed. With SFL's support, the questionnaires will be formatted into a platform that the external evaluator will use for mobile electronic data collection. The questionnaires will be uploaded to tablets for in-field use. The external evaluators will also conduct a desk review of foundational documents and facilitate interviews with key actors.

## **9. Fieldwork**

The evaluation firm will have sole responsibility for the following tasks:

- Planning and coordinating logistics for data collection in accordance with the evaluation design.
- Conducting pre-tests, incorporating feedback into questionnaires, and finalizing and reproducing survey instruments.
- developing enumerator training manuals and survey implementation documentation, including enumerator supervision manuals.
- Hiring and training a field team of supervisors and enumerators, preparing for data collection and logistics
- Training and orienting enumerators and data collection team.
- Conduct a pilot survey in one region and revise the questionnaire based on the pilot findings as needed.
- Carry out the fieldwork using own transportation, including for farmer and other surveys, key informant interviews, and focus group discussions. Fieldwork will take place in the designated intervention areas of the West Coast Region (WCR), Lower River Region (LRR), North Bank Region (NBR), Central River Region (CRR), and Upper River Region (URR). The evaluation firm is tasked with proficiently organizing and securing a representative sample of key stakeholders, including users of communal and commercial gardens, across all targeted regions and age groups. This approach ensures thorough coverage and representation throughout the assessment area.
- Monitor data quality throughout the data collection period to correct any issues immediately and in the field.

## **10. Data Analysis and Reporting**

The evaluation firm will utilize platform software such as Excel, R, Stata, or the Activity Info platform to analyze descriptive statistics, effectively disaggregating data into predefined categories outlined in the Performance Monitoring Plan (PMP).

The evaluation team will use Dedoose or NVIVO qualitative software for qualitative data analysis. The insights derived from this qualitative analysis play a crucial role in evaluating the project's relevance and alignment. In contrast, quantitative data serves to establish a baseline for comparing progress throughout annual performance monitoring, mid-term, and final evaluations. This baseline data will be used to confirm the implementation plan and make course corrections as needed.

The evaluation firm will be responsible for the following:

- Data entry, cleaning, synthesizing, analyzing, and interpreting data from both qualitative and quantitative surveys and protocols.
- Consolidate beneficiary-based outcomes survey data into a database, either into a platform specified by SFL or into an MS Excel template. Ensure anonymity of data, human subject research concerns (Do No Harm - dignity, rights, safety, and privacy concerns), and confidentiality.
- Present initial findings and recommendations to the CROP-H MEL team and to USDA for feedback.
- Prepare a draft report.
- Prepare a revised report that incorporates the feedback provided by SFL and USDA,
- Submit a final report in English to SFL
- Submit information and data to SFL. Data and information deliverables include any knowledge, information, data (structured and unstructured), or analyses collected/ developed under this assignment.
- Submit to SFL all the documents related to the assessment (filled questionnaires, electronic versions of the collected data, transcripts, coded qualitative (interview/focus group) data, training manual, fieldwork logs, etc.).
- Hold weekly status calls with SFL MEL team.

The evaluation firm is committed to maintaining the confidentiality of individuals throughout the entire data collection and analysis process. All survey data is considered confidential and remains the exclusive property of SFL. All hard and soft copies of original survey sheets, training participant sheets, meeting notes, and travel authorization forms must be submitted as evidence and as part of the final report. Without the explicit written consent of SFL, no data or other information obtained from this survey will be disclosed to third parties. Following the completion of the project and the return of all data and questionnaires to SFL, the evaluator will refrain from deleting any information or materials associated with the survey.

## **11. General Instructions to Offerors**

Offerors wishing to respond to this RFP must submit proposals in English in accordance with the following instructions. Offerors must review all instructions and specifications contained in the RFP. Failure to do so will be at the offeror's risk. Issuance of this RFP in no way obligates Shelter For Life to award a subcontract. Offerors will not be reimbursed for any costs associated with the preparation or submission of their proposal. SLF shall in no case be responsible or liable for these costs. Submission to SFL of a proposal in response to this RFP constitutes an offer and indicates the offeror's

agreement to the terms and conditions of this RFP and any attachments hereto. SFL reserves the right not to evaluate a non-responsive or incomplete proposal.

## **12.Submission Details**

### ***Proposal Submission Deadlines***

Proposals must be received no later than the date and time indicated in the cover page of this RFP. Late submissions will not be accepted. SFL may request additional documentation after the bid deadline. SFL will review all submitted proposals after the closing date and may conduct in-person or remote interviews with candidates under consideration. Proposals must be submitted via e-mail to [info.sfl.gambia@shelter.org](mailto:info.sfl.gambia@shelter.org).

### ***Proposal Structure & Required Documentation***

Offerors must submit 2 sets of proposals, including a technical proposal and cost proposal in separate files, with all proposal sections labeled clearly. Each proposal should be typed in 12-point Arial or Times New Roman font. Submissions must be in English and typed single-spaced. All pages must be numbered, and the RFP reference number and name of the organization must be included on each page. The proposal submission should include each of the following sections in the specific order listed below to be considered for this consultancy:

#### **12a. Technical Proposal**

The technical proposal shall include:

- **Section 1: Organization Information:** The applicant shall list the legal business name and authorized contact, including address, phone number, and email proof of business registration. Briefly describe the organization's history, vision/objectives, legal/registration status, and organizational structure. This section should also state the organization's legal status in The Gambia, if applicable.
- **Section 2: Analysis and Proposed Approaches/Methodologies:** 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 and qualitative data collection. This section should include information on how both quantitative and qualitative data will be analyzed, including the software to be used and the analytical approach taken (e.g., will inductive or deductive coding be used for qualitative analysis?); explain the perceived risks related to the assignment and proposed actions to mitigate them. This should also outline any ethical considerations, including issues of consent/assent and plans for protecting human subjects.
- **Section 3: Work Plan:** The applicant shall propose an activity-based work plan consistent with the timeline, technical approach, and methodology described in the Scope of Work. Table 7, available in the Award section of this RFP, highlights some important activities that CROP-H expects will be completed under this assignment and which the offeror is encouraged to expand upon. The work plan should be in the Gantt chart style. Table 3 below provides an example, and the offeror can modify activities and phases according to their process.

**Table 3: Illustrative activity work plan**

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

- Section 4: Technical Experience and Past Performance References: The applicant needs to summarize their organization's technical capacity to conduct monitoring and evaluation in general, with a particular focus on evaluation and complex sample surveys. The applicant should also include details of contracts, grants, or cooperative agreements related to similar assignments carried out within the last five years. Reference information must include the location, a brief description of the scale and scope of work performed, and a current contact phone number of a responsible and knowledgeable representative of the organization. SFL reserves the right to contact these projects as an organizational reference during selection. Please include at least three references.
- Section 5: Personnel and Team Composition: The applicant shall list and briefly describe the proposed evaluation team's names, qualifications, and functions. This must include at least three key personnel – a Team Leader and at least two Senior Experts/Analysts. It is encouraged that the evaluation team will be composed of a mix of national and international backgrounds and gender balanced. The Evaluation Team Leader must meet

the qualifications and experience described in Annex 3: 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: 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 12 enumerators will work for 10 days on data collection, then 12 people x 10 days = 120 person-days). The offeror should use their work plan as a guide; see Table 2 for an example.

**Table 4: Illustrative schedule of Level of Effort**

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

- **Annex 1: Registration:** A photocopy of the organization’s registration certificate
- **Annex 2: Key Personnel:** CVs of key personnel (not to exceed 5 pages per person). 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 a monitoring or evaluation analysis. Sample deliverables should be authored by key personnel named on applicant’s proposal.

## 12b. Financial Proposal

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

- Salaries. Includes key personnel for technical assistance, data collection, 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 the training and during fieldwork, mode of transportation, vehicle rental, and gas.
- Printing. Includes survey questionnaires (if applicable), other assessment tools, reports.
- Communications costs such as phone credit for communications
- Consumable supplies, paper, pens, bags, other materials for field work (SFL will provide mobile devices (e.g. tablets) for data collection)
- Training costs
- Other relevant costs
- Cost quoted must include unit price and total price in USD.

The offeror will include a table with the anticipated payment schedule for deliverables under this RFP in the financial proposal (see Table 7 for percentages).

## Evaluation Criteria

Proposals must clearly demonstrate alignment with the scope of work with adequate detail.

A Proposal Evaluation Committee designated by SFL, will review the technical and financial proposals, assess, score, and rank them according to the technical (Table 5) and financial (Table 6) evaluation criteria shown in the tables. The proposals will be scored according to the points shown for each criterion. The technical proposal will carry a 90% weight (Technical Pass Mark is 50%), and the financial proposal will carry a 10% weight. As a part of the evaluation process, the bidder may be interviewed/asked for a presentation on the submitted proposal by the Proposal Evaluation Committee.

### 1. Technical Proposal

The technical evaluation criteria and allocated points are summarized in Table 5 below.

**Table 5: Technical evaluation criteria**

No.	Technical Criteria	Points
<b>1</b>	<b>Team Composition (composed of 1a, 1b, 1c, 1d)</b>	<b>30</b>
1a	Organization has a minimum of 5 years of demonstrated experience in designing and conducting evaluations and similar studies on agricultural, trade, and market systems activities. Experience working in The Gambia or in West Africa, and with key horticulture value chain actors will be scored higher.	5
1b	Knowledge of USG (USDA preferred or USAID) performance monitoring systems, conducting evaluations or assessments preferably for horticulture/agriculture value chains.	5

1c	Team Leader and Other Team Members with previous experience in similar assignments in The Gambia, or West Africa as described in this scope of work.	15
1d	Verified references	5
<b>2</b>	<b>Technical quality related to Survey Design/ Approaches/ Methodologies, Data Collection, Data Analysis and Findings (composed of 2a, 2b, 2c)</b>	<b>50</b>
2a	Appropriateness and quality of proposed approaches/methodologies related to assessment design, sampling, data collection protocols, etc.	40
2b	Demonstrated experience managing multiple datasets (using existing data and gathering new data)	5
2c	Experience with data analysis and extracting key findings, conclusions and recommendations, and reporting.	5
<b>3</b>	<b>Planning and Management</b>	<b>10</b>
3a	Proposed work plan activities and timeframe.	10
	<b>Total technical points (1 + 2 + 3)</b>	<b>90</b>

## 2. Financial Proposal

The financial proposal shall include a calculation of total compensation based on the level of effort described and the daily rates proposed for the various positions. All other direct costs (e.g., travel, logistics, materials, etc.) will be negotiated with the 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 6.

**Table 6: Financial evaluation criteria**

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

## Award

Shelter For Life will review all proposals and select an awardee based on the above evaluation criteria. It will select the offeror whose proposal represents the best value to the CROP-H project. SFL 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.

The cost will primarily be evaluated for realism and reasonableness. SFL may award to a higher-priced offeror if it determines that the offeror's higher technical evaluation merits the additional cost/price.

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

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

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

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

Please note that:

Payment will be based on the completion and SFL approval of each deliverable, including all taxes.

The anticipated deliverables and associated payments may be adjusted based on an agreement between the research firm/consultant and SFL (after the successful firm/consultant is selected).

**Table 7: Illustrative schedule of activities and deliverables**

Activities	Estimated Time/Due Date	Deliverable	Amount (% of Total)
1. RFP posted	Week 1		
2. Proposal due	Week 3		
3. <b>Award</b> and contract signing	Week 4	<ul style="list-style-type: none"> <li>Fully executed Baseline Evaluation contract</li> </ul>	
4. <b>Inception meeting</b> with SFL team to answer questions, clarify logistical and administrative procedures for the assignment, and address other business	Week 5		
5. CROP-H provides project-related documents for <b>desk review</b> , including the USDA MEL Policy, USDA 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	Week 6		
6. Submit <b>Inception Report</b> including a summary of the agenda and conclusions of the inception meeting and an updated work plan. The inception report will include the Baseline 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	Week 9	<ul style="list-style-type: none"> <li>Draft Inception report</li> </ul>	
7. Receives feedback on Inception Report from SFL	Week 10		
8. Submit <b>Final Inception Report</b> .	Week 11	<ul style="list-style-type: none"> <li>SFL approved Inception Report</li> </ul>	30%
9. Conduct <b>enumerator training</b> consisting of at least one day of classroom-based content and skills review and pilot testing questionnaires, materials, etc. for all positions with a data collection or facilitation role (survey enumerators, interviewers, discussion facilitators, etc.). The offeror should propose a sufficient length of training to complete the assignment. Training content should cover CROP-H background and purpose of survey/interview/discussion; questionnaire content; confidentiality and Do No Harm considerations (in line with SFL and USDA policies); use of mobile data collection applications; and interviewing skills.	Week 12		
10. Field work for the surveys	Week 14		
11. Provide <b>weekly updates</b> on survey field work, FGDs and KIIs,	Ongoing throughout field work, FGD and KII field work		

<p><b>12. Organize, manage, and consolidate survey data FGD, KII, direct observation data and information</b> electronically. Survey data must be consolidated into an electronic database designated by SFL or in an Excel-based single or relational database. This deliverable will also include separate analysis files in Excel with their calculations for relevant survey indicators and all required disaggregates. 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 CROP-H 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.</p>	<p>Week 16</p>	<ul style="list-style-type: none"> <li>Approved preliminary data set and reference master list</li> </ul>	<p>20%</p>
<p><b>13. Submit Draft Evaluation Report</b> following the outline in Annex 2: Baseline Evaluation Report Outline. The complete Baseline Evaluation Report Template will be provided upon award. The Report will be professionally formatted, free of personally identifiable information (PII), and free of proprietary information.</p>	<p>Week 18</p>	<ul style="list-style-type: none"> <li>Approved Draft Evaluation Report</li> </ul>	<p>20%</p>
<p><b>14.</b> Offeror receives feedback on Draft Baseline Evaluation Report from CROP-H team and SFL.</p>	<p>Week 20</p>		
<p><b>15.</b> Present results in <b>Virtual Event/Workshop</b> to SFL team and representatives from USDA and SFL. Offeror will present key findings, conclusions, and lessons learned from the evaluation. Input from participants can be used to revise Draft Baseline Evaluation</p>	<p>Week 21</p>		<p>10%</p>
<p><b>16.</b> Revise draft and submit <b>Final Baseline Evaluation Report</b>. The Report will be submitted to USDA for review and publication in accordance with the USDA Monitoring and Evaluation Policy. SFL will sign and return the USDA public evaluation disclosure statement with the final version of the Evaluation Report. Copies will be distributed via email to partners and key stakeholders. Hard copies will be published and delivered to USDA’s designees upon request.</p>	<p>Week 23</p>	<ul style="list-style-type: none"> <li>Approved Final Baseline Evaluation Report</li> </ul>	<p>20%</p>

## 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 –

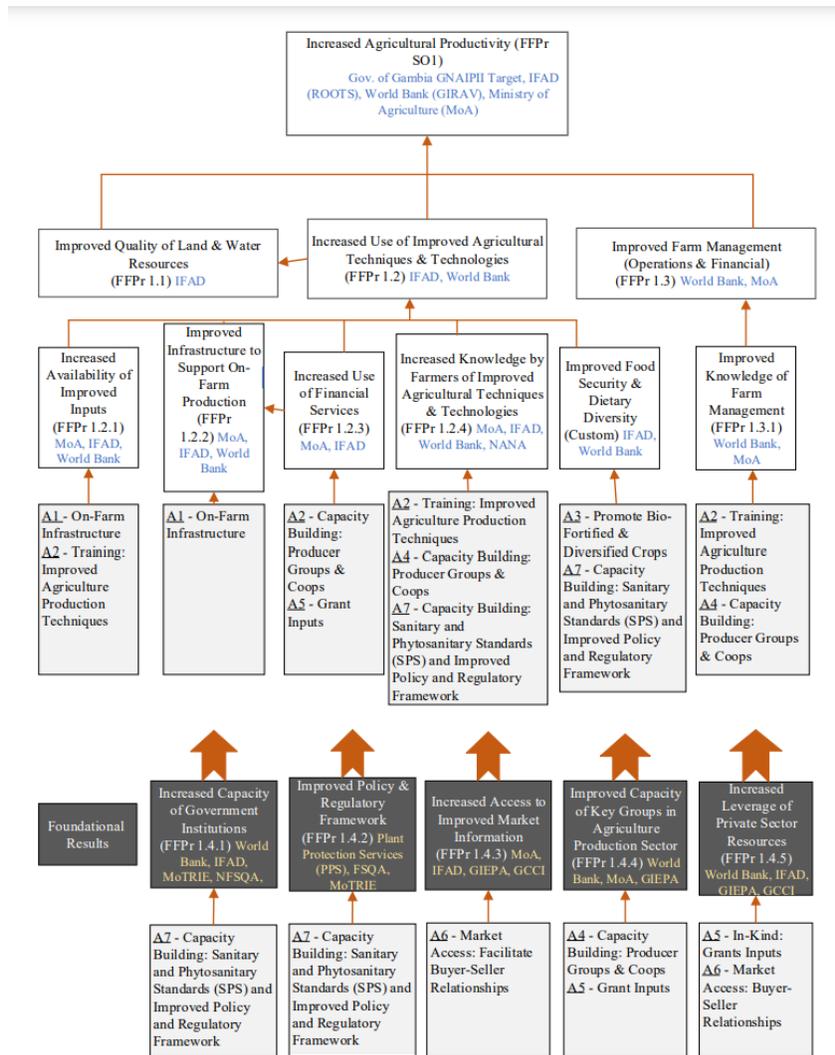
(1) violation of this certification will result in immediate disqualification from this solicitation without recourse and may result in disqualification from future solicitations; and

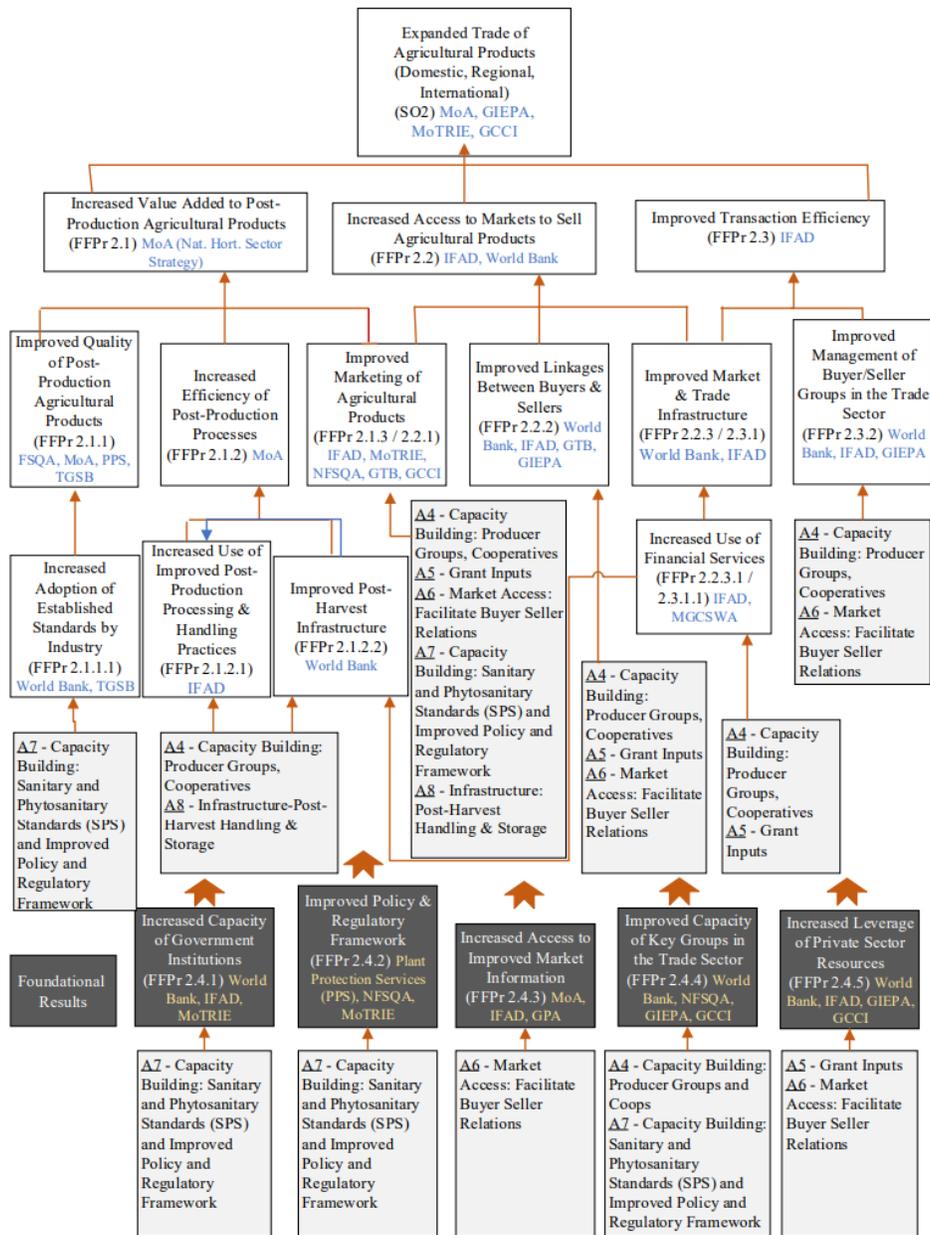
(2) Discovery of any violation after award to the offeror will result in the termination of the award for default.

# Annex 1: CROP-H Results Framework

## 1.1 RESULTS FRAMEWORK

The Project Level Results Framework below provides a graphic representation of the project logic – the strategy to achieve project goals that are grounded in sound cause-and-effect relationships. To achieve the project goal, CROP-H will target both FFPr Strategic Objectives 1 and 2. Under SO1 the project will address Results Streams 1.1 (Improved Quality of Land and Water Resources), 1.2 (Increased Use of Improved Agricultural Techniques and Technologies), 1.3 (Improved Farm Management (Operations and Financial)) as well as all Foundational results 1.4.1 to 1.4.5. Under SO2, CROP-H plans to address Results Streams 2.1 (Increased Value Added to Post-Production Agricultural Products), 2.2 (Increased Access to Markets to Sell Agricultural Products), and 2.3 (Improved Transaction Efficiency) as well as all Foundational results 2.4.1 to 2.4.5.





## 1.2 ACTIVITY LINKS TO RESULTS

The following section links results streams and corresponding project Activities. Many of the Activities support multiple results and are designed to be complementary and coordinated.

### STRATEGIC OBJECTIVE 1: INCREASED AGRICULTURAL PRODUCTIVITY

**Results Stream 1.1: Improved Quality of Land and Water Resources.** Result 1.2 below, and sub-results support Result 1.1, Land and Water Resources, and mitigate climate risks by rehabilitating and expanding existing water irrigation systems, including drip irrigation. Additionally, model CSA gardens promote learning, applied research, testing, and scale-up of innovative approaches to Good Agricultural Practices (GAP) and CSA practices.

*Results Stream 1.2: Increased Use of Improved Agricultural Techniques and Technologies.* Improved agricultural techniques and technologies help to boost fruit and vegetable yields and increase food security in The Gambia. They include climate mitigation technologies such as drip irrigation, crop diversification and bio-fortified crops, pest and drought-resistant varieties, crop genetics, mulching, agroforestry, value-added processing, and food safety and quality control measures. Result 1.2 and its sub-results are supported by Activities A1, A2, A3, A4, A5, and A7.

*Results Stream 1.3: Improved Farm Management (Operations, Financial)* . As actors along the agricultural value chain adopt improved management practices, systems function better, and agricultural productivity increases. These practices include training for cooperatives in farm management, crop decision-making, agricultural processes, post-production handling, and collective sales. Processors, transporters, and tourist sector businesses also receive assistance to improve value chain linkages and facilitate buyer-seller relationships. Result 1.3 and its sub-result are supported by Activities A2 and A4.

## STRATEGIC OBJECTIVE 2: EXPANDED TRADE OF AGRICULTURAL PRODUCTS

*Results Stream 2.1: Increased Value Added to Post-Production Agricultural Products.* Value-added agricultural products are essential to the expansion of trade and represent a large potential in The Gambia. Increased value addition is supported by improved post-harvest infrastructure, increased capacity of cooperatives to manage farms and apply SPS standards, and improved access to finance and buyer-seller relationships. Result 2.1 and its sub-results are supported by the Activities A4, A5, A6, A7, and A8.

*Results Stream 2.2: Increased Access to Markets to Sell Agricultural Products.* Access to markets is an essential link in the agricultural value chain. Cooperatives and agricultural processing businesses need open market access to sell products. Access to markets is facilitated by capacity building, access to finance, and relationships between buyers and sellers. New public and private investment increases access to markets and, therefore, fortifies incomes, food, and nutrition security. Result 2.2 and its sub-results are supported by Activities A4, A5, A6, A7, and A8.

*Results Stream 2.3: Improved Transaction Efficiency.* While road construction is not part of this project, sub-results and corresponding activities support the concept of improved transaction efficiency. Capacity building of cooperatives, grant inputs, and connecting buyers and sellers improves market and trade infrastructure, builds buyer-seller relationships, and increases the use of financial services. Result 2.1 and its sub-results are supported by Activities A4, A5, and A6.

## FOUNDATIONAL RESULTS

*Foundational Result – FFPr. 1.4.1 / 2.4.1: Increased Capacity of Government Institutions.* Activity 7: *Capacity Building: Sanitary and phytosanitary standards (SPS) and Improved Policy and Regulatory Framework* – Training in implementing and monitoring food safety and quality standards increases the capacity of responsible government institutions to oversee these standards. Collaboration and training of government institutions helps build capacity to oversee the regulations.

**Foundational Result – FFPr. 1.4.2 / 2.4.2: Improved Policy and Regulatory Framework.** Activity 7: Capacity Building: Sanitary and phytosanitary standards (SPS) and Improved Policy and Regulatory Framework – An annual workshop with key stakeholders to review policies and procedures at the ports and for land transport of goods facilitates more efficient trade in agricultural goods.

**Foundational Result – FFPr. 1.4.3 / 2.4.3: Increased Access to Improved Market Information.** Activity 6: Market Access: Facilitate Buyer Seller Relationships – Linking buyers and sellers to share information and build relationships, increases access to market information.

**Foundational Result – FFPr. 1.4.4 / 2.4.4: Improved Capacity of Key Groups in the Agriculture Production Sector / Trade Sector.** Activity 4: Capacity Building: Producer Groups and Cooperatives – Training and capacity building improves the ability of cooperatives to operate as professional businesses.

Activity 5: Grant Inputs – Small grants allow cooperatives and women and youth entrepreneurs to build capacity and small businesses.

Activity 7: Capacity Building: Sanitary and phytosanitary standards (SPS) and Improved Policy and Regulatory Framework – Training helps stakeholders to develop products that meet requirements for regional and international sale and adapted policies and regulations ensures streamlined access to markets and improve trade.

**Foundational Result – FFPr. 1.4.5 / 2.4.5: Increased Leverage of Private Sector Resources.** Activity 5: Grant Inputs – Small grants to cooperatives, women, and youth to build capacity and small businesses creates products and brands, leverage bank and private financing, make contacts and form relationships, and attract potential buyers.

Activity 6: Market Access: Facilitate Buyer-Seller Relationships – Bringing buyers and sellers together through B2B meetings and trade fairs showcases products, shares innovations, accesses funding opportunities, and increases the potential for win-win contracts between buyers and sellers

## Annex 2: CROP-H Performance Indicators

Result #	Indicator #	Performance Indicator	Type
FFPr SO1	FFPr 01	Yield of targeted agricultural commodities among project participants with USDA assistance	STD
FFPr 1.1	FFPr 02	Number of hectares under improved management practices or technologies that promote improved climate risk reduction and/or natural resources management with USDA assistance	STD
FFPr 1.2	FFPr 03	Number of hectares under improved management practices or technologies with USDA assistance	STD

FFPr 1.2 1.3	FFPr 04	Number of individuals in the agriculture system who have applied improved management practices or technologies with USDA assistance	STD
FFPr 1.2.3	FFPr 05	Number of individuals accessing agriculture related financing as a result of USDA assistance	STD
FFPr 1.2.3	FFPr 07	Number of loans disbursed as a result of USDA assistance	STD
FFPr 1.2.3	FFPr 08	Value of agriculture-related financing accessed as a result of USDA assistance	STD
FFPr 1.2.4	FFPr 09	Number of technologies, practices, and approaches under various phases of research, development, and uptake as a result of USDA assistance	STD
FFPr 1.4.4	FFPr 12	Number of organizations with increased performance improvement with USDA assistance	STD
FFPr 2.4.5	FFPr 13	Number of public-private partnerships formed as a result of USDA assistance	STD
FFPr 2.2 and 2.4.5	FFPr 14	Value of new USG commitments and new public and private sector investment leveraged by USDA to support food security and nutrition	STD
FFPr 2.1.2.2	FFPr 16	Total increase in installed storage capacity (dry or cold storage) as a result of USDA assistance	STD
FFPr 2.4.2 and 2.1.1.1	FFPr 17	Number of policies, regulations and/or administrative procedures in each of the following stages of development as a result of USDA assistance	STD
FFPr SO1 and SO2	FFPr 18	Value of annual sales of farms and firms receiving USDA assistance	STD
FFPr SO1 and SO2	FFPr 19	Volume of commodities sold by farms and firms receiving USDA assistance	STD
FFPr SO1 and SO2	FFPr 20	Number of jobs attributed to USDA assistance	STD

## Annex 3: Evaluation Team Composition

The team responsible for the evaluation of this project should consist of professionals who are technically qualified, culturally sensitive, and gender-balanced with prior experience working in rural agricultural communities. It is encouraged that the evaluation team will be composed of a mix of nationals and international backgrounds.

The team leader will provide overall guidance, prepare the evaluation design, coordinate activities, hold regular meetings, consolidate individual input from team members, and coordinate the assembly of the final findings and recommendations into a high-quality report.

Additionally, the team leader will lead the presentation of the key evaluation findings and recommendations to the CROP-H team. They will report to the Chief of Party and designated SFL Evaluation Manager and coordinate with CROP-H staff as necessary to obtain the required information, liaise with local partners and key informants, and facilitate site visits and other surveys. The Evaluation Team Leader will be responsible for ensuring that the survey produces the field-based information required for the evaluation by maintaining communication and coordination between the team members.

Competencies should include:

- a graduate degree in agricultural economics, agribusiness management, enterprise development, economics, or an applicable social sciences field – or 10+ of similar experience at the senior level
- a minimum of 15+ years of professional work experience in donor-funded development programming and/or economic development, experience in evaluations and research and demonstrated expertise in managing multidisciplinary and mixed quantitative and qualitative method studies
- 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 agribusiness, 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 evaluation team will consist of members with diverse technical capacities and experience including the following

- 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.

## Annex 4: Baseline Evaluation Report Outline

**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 Baseline Assessment TOR and the CROP-H MEL Plan).
- 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, limitations of the sample, minimum detectable effect and confidence level.
- 2.4. **Data Collection Methods** - Describe data collection methods and instruments (both qualitative and quantitative) and analysis tools used in the evaluation. The actual instruments themselves (e.g., full surveys and interview guides) should be included in the annexes. Items of discussion include level of precision (quantitative), value scales or coding used (qualitative), level of participation, description of how tools were developed/adapted to be relevant to local stakeholders and culturally appropriate, empowerment of stakeholders through the evaluation process, reliability of the data, and how the data collection methods were design to collect gender related data, including disaggregated data and questions reflecting gender issues.
- 2.5. **Data Analysis Methods** – Describe how those data are analyzed. Common methods of

analysis include regressions, difference-in-difference calculations, interview coding, etc. It should be clear how these methods are linked to each of the evaluation questions and why they are appropriate to answer those questions.

- 2.6. 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 USDA evaluations are: bibliography, table of indicator data, results framework, data collection instruments (questionnaires, interview guides, observation protocol, sampling tools, etc.), terms of reference or statement of work for the evaluation, conflict of interest forms, key elements of statistical results.

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

## Annex 5: List of Stakeholders for CROP –H Project

A. Governmental Entities	B. Non-Governmental Entities/Projects	C. Private processors/Farms	D. Micro-processing support organizations
A1. Ministry of Agriculture (MoA)	B1. Resilience of Organizations for Transformative Smallholder Agriculture	C1. Gambia Horticulture Enterprise (GHE)	D1. Women's Bureau

	Project (ROOTS) World Bank GIRAV project		
A2. Department of Cooperative Development	B2. USDA McGovern Dole school feeding project (NDOKK) and USDA International Climate Hub	C2. Radville Farms	D2. National Women's Council (CWC)
A3. Department of Horticulture/Horticulture Technical Services (HTS)	B3. Regional Marketing Federations (C/SOSOLASO)	C3. Heritage Holdings	D3. Gambia Women's Finance Association (GAWFA)
A4. Plant Protection Services (PPS)	B4. Food and Agriculture Organization (FAO)		D4. United Nations Development Program (UNDP)
A5. Extension Division	B5. Reliance Financial Services (RFS)		D5. International Trade Centre (ITC)
A6. National Agriculture Research Institute (NARI)			
A7. National Nutrition Association (NANA)			
A8. Ministry of Trade, Industry, Regional Integration and Employment (MoTRIE)			
A9. The Gambia Standard Bureau (TGSB)			
A10. National Food Safety and Quality Authority (NFSQA)			
A11. The Gambia Tourism Board (GTB) and Gambian Investment and Export Promotion Agency (GIEPA)			
A12. Gambia Chamber of Commerce and Industry (GCCl)			
A13. The Gambia Revenue Authority (GRA)			
A14. Gambia Ports Authority (GPA)			

A15. Ministry of Gender, Children, and Social Welfare Affairs (MGCSWA)			
A16. National Farmers' Platform The Gambia (NFPG)			