



REQUEST FOR PROPOSALS

TRANSFORM – Mid-Term Evaluation Consultancy

RFP # TR-RFP -2024-03

Date Issued: February 20th, 2024

Response Deadline: March 4th, 2024

1 Context, objective, and activities

Background

In alignment with the Global Health Security Agenda (GHSA), Cargill Inc. (“Cargill”) has received funding from the United States Agency for International Development (USAID) via a five-year cooperative agreement to implement the Transformational Strategies for Farm Output Risk Mitigation (TRANSFORM) project. The goal of TRANSFORM is to sustainably strengthen animal-sourced food systems to prevent antimicrobial resistance (AMR), zoonoses, and transboundary animal diseases (TAD).

TRANSFORM contributes to global health security by leveraging private sector expertise and local partnerships in India, Kenya, and Vietnam. By advancing the adoption of improved biosecurity, farm management, and antimicrobial use stewardship practices, TRANSFORM works to improve animal health and increase farmer productivity and profitability to drive sustainable change. A private sector-led consortium comprised of Cargill Inc., the International Poultry Council (IPC), and Heifer International works together to implement TRANSFORM’s four main components of activities: on-farm practices, access to finance, holistic animal nutrition research, and antimicrobial use (AMU) stewardship.

TRANSFORM Components	
ON-FARM PRACTICES	Working with farmers, intermediaries, and private sector companies to encourage the adoption of on-farm biosecurity, farm management, and antimicrobial use practices that improve animal health.
HOLISTIC ANIMAL NUTRITION RESEARCH	Working with local universities and institutions to research animal nutrition interventions that reduce zoonotic pathogens, improve immune response to disease, increase productivity, and avoid the need to use antimicrobials.
ACCESS TO FINANCE	Partnering with local financial institutions to mobilize private capital to provide loans to farmers so they can invest in improved farm management and biosecurity practices.
ANTIMICROBIAL USE STEWARDSHIP	Engaging companies and associations to adopt or endorse science-based antimicrobial use stewardship principles to avoid the need to use antimicrobials and encourage responsible use when needed to combat antimicrobial resistance.

In Kenya and India, TRANSFORM’s on-farm practices involve partnering with private sector companies that have existing and accessible networks of poultry broiler and layer farmers to deliver training in biosecurity, farm management, and AMU stewardship. The goal is to encourage the adoption of new or improved on-farm practices, resulting in improved farm outcomes such as reduced mortality and increased productivity and income.

In Kenya, in collaboration with Kenchic, the largest integrated poultry operation in East and Central Africa, TRANSFORM has provided a first round of training to 292 poultry farmers across five counties: Kajiado, Kiambu, Machakos, Nairobi, and Nakuru (Table 1 shows the geographic spread of farmers). In India, TRANSFORM has partnered with Basu Chicks, a large vertically integrated poultry producer in eastern India associated with more than 2,500 contract broiler farms, to train 671 farmers in West Bengal.

Table 1. Geographic distribution of farmers trained in Kenya

County	Number of farmers trained
Kajiado	29
Kiambu	77
Machakos	61
Nairobi	24
Nakuru	101

TRANSFORM is currently implementing its third year of activities and has planned to conduct a mid-term evaluation during the year to understand performance to date, identify opportunities for adaptations, and contribute to the project’s learning agenda. Cargill requires the services of a Vendor to support the development of the mid-term evaluation, including development of methodology and tools, analysis of data, and development of the evaluation report. Additionally, Cargill requires the Vendor to develop an evidence-based list of on-farm practices that reduce the risk or incidence of priority diseases for Kenya and India.

Objective

There are two main objectives of this work. The first and primary objective is to support the mid-term evaluation study by providing inputs for developing the methodology, developing data collection tools, analyzing data from trained farmers and key local partners, and drafting the TRANSFORM's mid-term evaluation. Local consultants hired by Cargill will collect data under a separate SOW from a statistically representative sample.¹

This will be a performance evaluation conducted at the project's mid-term to understand performance to date and contribute to TRANSFORM's learning agenda. Specifically, the evaluation will examine the following performance and learning questions:

Evaluation Questions

1. What has TRANSFORM achieved?
 - a. Have expected results occurred (i.e., how has TRANSFORM performed against the results framework – see indicators highlighted in Table 2- and targets)?
 - b. Have there been differential impacts across groups (e.g., gender, age, or geography)?
 - c. Has adopting any specific practice or set of practices resulted in differential impacts on farm outcomes? Note: The project was not set up for testing individual interventions / having control groups, so this may not be possible. This can be a discussion in the design phase of the evaluation.
 - d. Are farmers adopting practices that evidence shows reduce the risk of priority pathogens/ diseases?
2. What barriers and enablers exist to adopting (and sustaining) on-farm biosecurity and farm management practices?
 - a. Are there unique barriers or enablers faced by women or youth farmers?
 - b. How can we enhance enablers and perceived value to increase adoption and sustainability?
3. Has adopting practices resulted in a positive return on investment (ROI) for farmers?
4. What processes are working well, and are there opportunities to improve?
5. How can TRANSFORM's model support lasting impact and change?
 - a. Has the private sector begun incorporating aspects of TRANSFORM's model into their work/organizations, or are they planning to do so moving forward?
 - b. What elements are needed to sustain change?

The findings will be used to inform decisions about the Year Four (FY24) and Year Five (FY25) workplans. The primary audiences for this report are the USAID Kenya and India Missions, USAID Washington, the TRANSFORM Consortium, and TRANSFORM's private sector partners. However, secondary audiences, such as other donors, companies, and implementing partners working at the nexus of animal agriculture and human health, may be interested in using the findings to inform their program design and implementation.

The second objective of this work is to develop an evidence-based list of on-farm (i.e., biosecurity and farm management) practices related to priority diseases identified for India and Kenya outlined in Annex 2. Part of TRANSFORM's goal is to reduce the risk of exposure to these diseases through the adoption of improved on-farm practices. The task is to conduct a literature review to identify any peer-reviewed evidence of the main risk factors for priority diseases and practices reducing the risk or incidence of disease pathogens on-farms. Ideally, the evidence would come from the focus countries, however, it is likely that there is limited

¹ The primary reason TRANSFORM will directly hire and manage the data collection officers is due to relationship management and trust between the private sector and TRANSFORM. In these contexts, private sector companies are often uncomfortable sharing data with other third-party entities. Thus, the data collection officers will be considered part of the TRANSFORM team.

literature even at the global level. Thus, the findings can be global. The Vendor can develop a relevant approach to ranking the practices (e.g., more evidence or mentions of a practice showing reduced risk gets more weight). The purpose of this activity is to help the team review internally whether practice being adopted by farmers are those most relevant to addressing and reducing the risk of priority diseases in India and Kenya. This will be reviewed as TRANSFORM finalizes the workplan and proposed activities for Year Four.

TABLE 2. TRANSFORM RESULTS FRAMEWORK

The indicators highlighted in the table below will be included in the mid-term evaluation.

GOAL Sustainably strengthen animal-sourced food systems to prevent antimicrobial resistance, zoonoses, and transboundary animal diseases	
<i>Average animal mortality rate % of farms with reduced animal mortality % of farms with reduced need for antibiotics % of farms with reduced pathogen prevalence Farmer return on investment % of farms with improved animal productivity % of farms with improved income</i>	
OUTCOME AREA 1 Improved biosecurity and on-farm practices	OUTCOME AREA 2 Poultry-industry commitment to principles, policies, and standards around antimicrobial use stewardship
OUTCOME AREA 1.1 Adoption of on-farm practices that support animal health and economic sustainability increased	OUTCOME AREA 2.1 Implementation of industry-wide principles, policies, and standards around antimicrobial use (AMU) stewardship increased
<i>% of farmers that have adopted on-farm practices that support animal health</i>	<i># of organizations implementing AMU stewardship practices</i>
OUTCOME AREA 1.1.1A Capacity to implement on-farm practices that support animal health and economic sustainability increased	OUTCOME AREA 2.1.1 Adoption of industry-wide principles, policies, and standards around antimicrobial use (AMU) stewardship increased
<i># of animal health and production intermediaries trained in on-farm practices</i> <i># of farmers trained in on-farm practices</i> <i># of households reached by SBCC campaigns</i>	<i># of targeted companies adopting AMU stewardship principles</i> <i># of targeted country associations endorsing AMU stewardship principles</i>
OUTCOME AREA 1.1.1B Access to finance to implement on-farm practices that support animal health and economic sustainability increased	
<i>\$ of agriculture-related financing accessed</i> <i># of organizations adopting new or improved financial products or services</i> <i># of organizations participating in training to improve access to finance</i>	
OUTCOME AREA 1.2 Viability of innovative product(s) to improve on-farm holistic nutrition tested	
<i>% of trials testing novel products and approaches</i> <i># of publication manuscripts produced</i>	

Activities to be Implemented

To achieve objectives of this scope of work, the Vendor shall complete at a minimum the following tasks under three activities. All work shall be conducted remotely.

ACTIVITY ONE – EVALUATION DESIGN AND PREPARATION	
<i>March – April 2024</i>	
Background	
Familiarize self with the TRANSFORM project by reading background material and meeting with the TRANSFORM Kenya and India team leads and the Monitoring, Evaluation, and Learning Manager.	
Develop workplan	
The workplan should include the plan and timeline for implementing the proposed activities, including any tools or software that will be used.	
Evaluation design	
<p>The first step is to weigh in on the evaluation and data collection tool design to effectively address the proposed evaluation questions. This will involve, at a minimum:</p> <ul style="list-style-type: none"> - Review of evaluation questions to assess feasibility given how TRANSFORM has been designed and implemented - Advise on appropriate sample size required - Develop a methodology for measuring return on investment (ROI) for farmers adopting on-farm practices with input from the TRANSFORM team. - Review and provide feedback on data collection tools. The TRANSFORM team will have taken a first pass at developing data collection tools (excluding the ROI) to be reviewed and adapted to include any additional questions needed to address the evaluation questions and calculate ROI. We anticipate the following tools: <ul style="list-style-type: none"> o Farmer household survey India and Kenya (these will likely be the same with some adaptations made based on local context) o Key Informant Interview Guides for local government and private sector partner staff 	
ACTIVITY TWO – CONDUCT EVALUATION VIA DATA ANALYSIS AND REPORT WRITING	
<i>June – September 2024</i>	
Data analysis	
Conduct quantitative and qualitative data analysis of data collected by TRANSFORM to help answer the performance and learning questions included in the objective of this scope.	
<i>Note: Data collection, which is outside this scope, will be conducted by TRANSFORM between April – June 2024.</i>	
Present initial findings	
Present initial findings to the TRANSFORM team to ensure relevance, address any concerns, and inform the development of recommendations that are within the scope of the project.	
Report writing	
Draft a written report following Annex 1. Mid-Term Evaluation template to help structure the report. The Vendor will develop two drafts of the report before finalizing and submitting a final version that addresses comments from TRANSFORM.	
ACTIVITY THREE – IDENTIFY EVIDENCE BASED LIST OF RISK FACTORS AND ON-FARM PRACTICES RELATED TO PRIORITY DISEASES	
<i>May - June 2024</i>	
Conduct literature review	
Conduct a rapid literature review to identify primary risk factors and which biosecurity and farm management practices have an evidence base to show reduction in priority diseases related to poultry in India and Kenya. This will help inform whether the practices being adopted by farmers are most relevant/pertinent.	

Draft summary report
The consultant will draft a short summary report of key risk factors and evidence-based interventions for reducing on-farm prevalence of priority diseases. See Annex 2 for additional guidance.

2 Proposed Deliverables

The following deliverables are proposed:

Deliverables	Timeline
Workplan including the plan and timeline for implementing the proposed activities, including any tools or software that will be used.	Two weeks from contract start date
Development of ROI methodology – a framework submitted for calculating return on investment relevant to TRANSFORM’s scope and specific activities. This should include suggestions for data that needs to be collected from farmers to evaluate ROI.	Three weeks from contract start date
Feedback on data collection tools and sample size– feedback should be submitted in writing and discussed with the team via teleconference.	Three weeks from contract start date
Document outlining biosecurity measures/practices with evidence base (based on literature review) for helping reduce the risk or prevalence of priority diseases in India and Kenya following the outline provided in Annex 2.	Two months from contract start date
Presentation of initial findings from data analysis – meet with the TRANSFORM team to share initial findings and recommendations related to the evaluation questions. A slide deck should be submitted after the meeting.	July 1, 2024
Draft Report (1 st draft) – First draft of the report in-line with TRANSFORM’s evaluation questions and the outline provided in Annex 1.	July 15, 2024
Draft Report (2 nd draft) – Second draft addressing the TRANSFORM team’s comments. A clean version and a version with track changes and responses to comments must be provided.	August 30, 2024
Final Report – Final draft addressing the TRANSFORM team’s comments. A clean version and a version with track changes and responses to comments must be provided. Exports from any analytics software used must be provided.	September 27, 2024

3 Period and Place of Performance

The proposed period of performance for this is March – September 2024.

4 Required Qualifications of Vendors

Minimum Requirements

1. Minimum five (5) years of work experience in conducting sound and thorough technical assignments of similar projects.
2. Evidence of success in completing similar assignments in terms of size, design, and rigor
3. Excellent qualitative and quantitative research and analytical skills.
4. Experience designing research methods for evaluations related to health and or economics, in particular experience conducting previous return on investment analysis.
5. Proven strong, clear technical writing and oral presentation skills in English.
6. Proven ability to prepare high-quality technical reports on time.
7. Proven experience in conducting consultancies/research/field surveys in similar fields (i.e., animal/one health, agriculture, or economics).

Preferred Requirements

1. Master's or PhD degree in animal health, public health, economics, or related field.
2. Knowledge and experience working on or with one health initiatives or animal agriculture value chains.

5 Response Process and Instructions

5.1 Instructions to Complete the RFP

Vendor responses are due no later than **March 4th, 2024 at 8 pm EST** via e-mail and addressed to the Cargill RFP Coordinators below. Please submit all your information as directed.

RFP Coordinators:

Michelle Cassal
Michelle_cassal@cargill.com

Please copy transform_ops@cargill.com when you submit your response.

5.2 Response or Proposal Requirements

Cargill requires that the Vendors respond to the RFP using these guidelines. Vendors must ensure the information in their responses is clear and accurate. Vendors will present a CV, a short summary of qualifications, and a price proposal as detailed below. Vendors can submit Microsoft-compatible documents (Word, Excel, PowerPoint, etc.) or PDF documents:

- **Submit Vendor qualifications:** Vendors should provide the following:
- A short summary of the respondent's qualifications (3 pages maximum). Please include relevant experience in conducting similar activities (i.e., quantitative data analysis, qualitative data analysis, conducting evaluations, return on investment analysis, etc.).
- A copy of the CV of the proposed personnel (no page limit for CV)
- Past performance list with at least three relevant contracts or relevant previous jobs with references provided.

- **Submit the Financial proposal** (Proposed price) on a separate file. Vendors should provide a price proposal (price per product and detailed budget).
 - a. Please provide proposal price by including the following table

Product	Proposed Price (USD)	Proposed timeline for completion
Workplan including the plan and timeline for implementing the proposed activities, including any tools or software that will be used.		Two weeks from contract start date
Development of ROI methodology – a framework submitted for calculating return on investment relevant to TRANSFORM’s scope and specific activities. This should include suggestions for data that needs to be collected from farmers to evaluate ROI.		Three weeks from contract start date
Feedback on data collection tools and sample size– feedback should be submitted in writing and discussed with the team via teleconference.		Three weeks from contract start date
Document outlining practices with evidence base (based on literature review) for helping reduce the risk or prevalence of priority diseases in India and Kenya following the outline provided in Annex 2.		Two months from contract start date
Presentation of initial findings from data analysis – meet with the TRANSFORM team to share initial findings and recommendations related to the evaluation questions. A slide deck should be submitted after the meeting.		July 1, 2024
Draft Report (first draft) – First draft of the report in-line with TRANSFORM’s evaluation questions and the outline provided in Annex 1.		July 15, 2024
Draft Report (second draft) – Second draft addressing the TRANSFORM team’s comments. A clean version and a version with track changes and responses to comments must be provided.		August 30, 2024
Final Report – Final draft addressing the TRANSFORM team’s comments. A clean version and a version with track changes and responses to comments must be provided. Exports from any analytics software used must be provided.		September 27, 2024

- b. The cost proposal shall also include a budget with main line items that explains the basis for the estimate, including estimated person-days anticipated to complete the work. Cargill reserves the right to request supporting information that provides sufficient detail to allow for an analysis of each cost element or line item. Cargill may request cost information to ensure reasonableness, realism, or completeness of a vendor’s proposed cost.

5.3 RFP Evaluation

Technical evaluation – This RFP will use a tradeoff analysis to determine best value. RFP responses will be evaluated by the project team based on the following criteria:

Factors to be evaluated	Weight
Qualifications and experiences with quantitative data analysis	25%
Qualifications and experiences with qualitative data analysis	25%
Experience conducting previous evaluations	25%
Knowledge and experience related to return-on-investment analysis	25%

Price evaluation –Cost proposals will not have assigned points, but for overall evaluation purposes, technical evaluation factors other than cost, when combined are considered significantly more important than cost factors. If technical scores are determined to be nearly equal, cost will become the determining factor. Cargill may request cost information to ensure reasonableness, realism, or completeness of a vendor’s proposed cost.

5.4 Other Submission Guidelines

USAID Requirements

- All services offered in response to this RFP or supplied under any resulting award must meet USAID Geographic Code 935 in accordance with the United States Code of Federal Regulations (CFR), 22 CFR §228, available at <https://www.govinfo.gov/content/pkg/CFR-2017-title22-vol1/pdf/CFR-2017-title22-vol1-part228.pdf>.
- Vendors should state if they are qualified and eligible to receive an award under applicable laws and regulation and affirm that they are not included in any list maintained by the U.S. government of entities debarred, suspended or excluded for US Government awards and funding.
- Any resulting award, if any, will include terms and conditions required within Cargill’s cooperative agreement with USAID including mandatory and required standard provisions, as well as applicable clauses described in Appendix II to the Uniform Rules (Contract Provisions for Non-Federal Entity Contracts Under Federal Awards) under 2 C.F.R. § 200.326.

RFP Communications

No direct communications regarding this RFP or related items should be discussed with or communicated directly to any Cargill representative. All questions should be sent to the RFP Coordinator system by the date set forth above. All questions will be answered and shared with all service Vendors, as appropriate, via e-mail. Cargill reserves the right to not answer any question at its sole discretion.

Responses

Responses will remain valid throughout the selection of the Vendor, during which time Cargill may request clarification or correction of proposal for the purpose of evaluation.

All portions of the Vendor’s responses to this RFP may be incorporated into any Services Agreement or Independent Contractor Agreement issued as a result of this RFP, as well as those

modifications mutually agreed upon through negotiations between Cargill and the Vendor, and any terms and conditions required by law, regulation or local ordinance.

Proposal Costs

The Vendor is responsible for all costs of preparing, submitting and (if requested by Cargill) resubmitting its response, and any other prior or subsequent activity used in the RFP process, including the evaluation of the response, presentations, meeting attendance, due diligence and/or contract negotiations, regardless of whether or not Cargill enters into an Agreement with Vendor.

Assumptions and Dependencies

Cargill will rely upon representations made in the response. The service Vendor must, therefore, identify key assumptions and dependencies on which it has based its bid including any Cargill personnel, financial, or operational retained responsibilities. The impact on price, schedule, or services of any of the service Vendor's assumptions must be clearly specified. If no impacts are specified, Cargill will assume there are none.

In addition, the data contained herein are estimated requirements for the purposes of this RFP. Cargill reserves the right to modify any estimated requirements prior to signing the agreement with the selected service Vendor.

Use of Cargill Logo

The use of the Cargill logo or any of its trademarks is not permitted without prior written permission from Cargill. For the purposes of this RFP process *only* (and its corresponding meetings with Cargill representatives), you may use the logo in Web demonstrations or binders / meeting materials. Otherwise, you do not have permission to utilize the Cargill logo.

No Implied Offer

The issuance of this RFP does not imply that Cargill is making an offer to do business with any RFP recipient or respondent. No agreement or other binding obligation on Cargill is implied or will occur unless and until a definitive Agreement is executed by all parties. The issuance of this RFP and the submission of the Vendor response do not create any obligation upon Cargill to purchase goods or services from the Vendor, or to enter any binding legal relationship with any one or more of the Vendors.

RFP-2024-03 ANNEXES

Annex 1

Annex 2

ANNEX 1 – TEMPLATE RFP # TR-RFP -2024-03 (Mid-Term Evaluation Consultancy)

This document (including all materials provided with the RFP) is furnished for evaluation purposes. This document and the information contained herein may not be published or disclosed without the prior written permission of Cargill, Incorporated.

MID-TERM EVALUATION OF THE TRANSFORMATIONAL STRATEGIES FOR FARM OUTPUT RISK MITIGATION (TRANSFORM) PROJECT IN INDIA AND KENYA

Report version (e.g., Draft Report V1, Draft Report V2, or Final Report) here

Submission date here

Submission Date:

Author: **INSERT NAME OF VENDOR**

Prime Recipient: Cargill Incorporated

Prime Agreement Number: 7200AA21CA00004

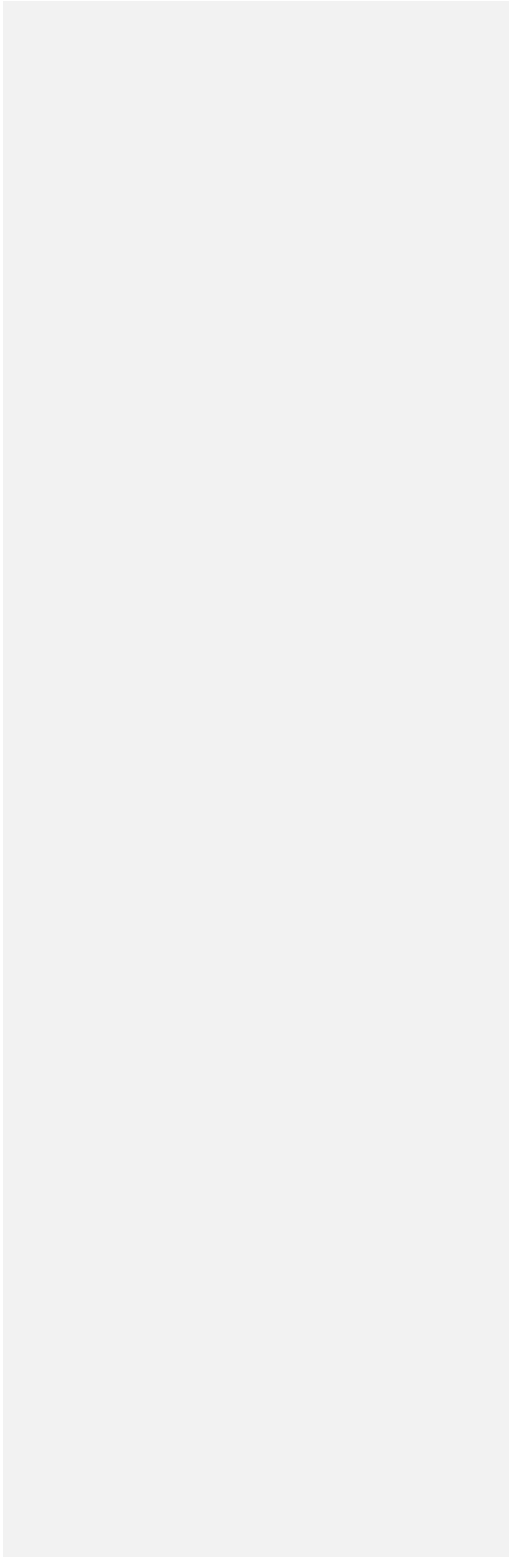
Transformational Strategies for Farm Output Risk Mitigation (TRANSFORM)

Activity Start Date and End Date: March 24, 2021, to March 23, 2026

This publication was produced by **INSERT NAME OF VENDOR** for Cargill Incorporated under the Transformational Strategies for Farm Output Risk Mitigation (TRANSFORM) Cooperative Agreement No. 7200AA21CA00004. This report is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of **INSERT NAME OF VENDOR** and do not necessarily reflect the views of USAID or the United States Government.

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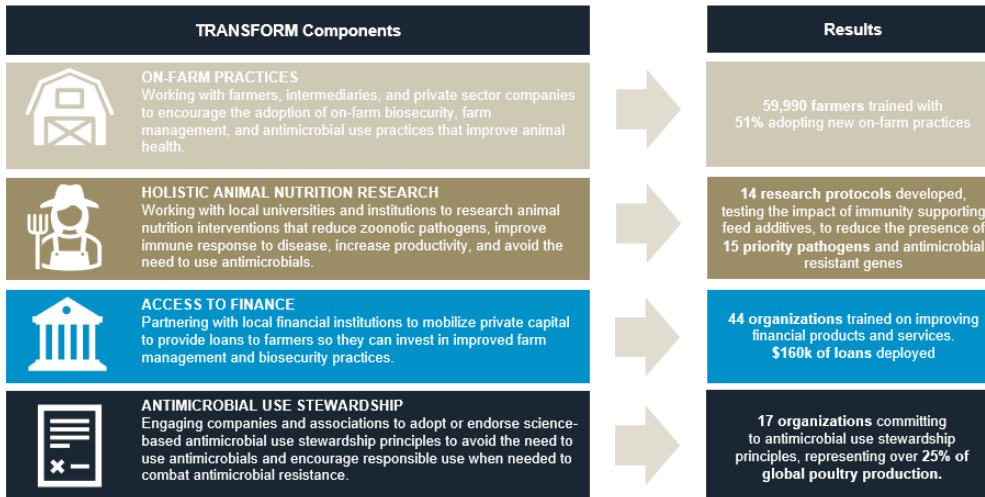
EXECUTIVE SUMMARY

ACTIVITY BACKGROUND

The Transformational Strategies for Farm Output Risk Mitigation (TRANSFORM) project is a five-year initiative funded by the United States Agency for International Development (USAID). TRANSFORM is implemented by a consortium of partners led by Cargill, Inc. including Heifer International, and the International Poultry Council (IPC), in India, Kenya, and Vietnam.

TRANSFORM's goal is to increase access to safe, affordable, high-quality animal-sourced nutrition and promote global health security through improved animal agriculture. In particular, TRANSFORM seeks to reduce the risk of antimicrobial resistance (AMR), zoonoses, and transboundary animal diseases (TADs) by working across four integrated components: on-farm practices, access to finance, holistic animal nutrition research, and antimicrobial use (AMU) stewardship.

FIGURE 1. TRANSFORM COMPONENTS AND RESULTS TO DATE



The mid-term evaluation is focused on the on-farm practice component implemented with large and medium-scale poultry farmers in **India and Kenya** where TRANSFORM partners with private sector companies with existing networks of farmers to deliver training on biosecurity, farm management, and AMU stewardship.

In India, TRANSFORM works Basu Chicks & Feed Pvt. Ltd (Basu Chicks) to reach and train sector 1 and 2 poultry farmers contracted by Basu Chicks. To date, TRANSFORM has trained 671 poultry farmers with Basu Chicks in West Bengal. In Kenya, TRANSFORM signed a memorandum of understanding (MOU) with Kenchic Limited (Kenchic), the largest integrated poultry operation in East and Central Africa, to co-design and deliver training to 263 sector 1 and 2 poultry farmers across Nairobi, Kiambu, Nakuru, Machakos, and Kajiado counties.

EVALUATION PURPOSE AND QUESTIONS

This report outlines findings from the mid-term evaluation of TRANSFORM's work in India and Kenya. This performance evaluation sought to understand performance to date and contribute to TRANSFORM's

Commented [T1]: Please keep this 2-5 pages in length.

The executive summary should stand alone as an abbreviated version of the report and should contain no new information.

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learning agenda. Specifically, the evaluation examined the following evaluation questions that encompass performance and learning:

1. What has TRANSFORM achieved?
 - a. Have expected results occurred (i.e., how has TRANSFORM performed against the results framework – see indicators highlighted in Table 2- and targets)?
 - b. Have there been differential impacts across groups (e.g., gender, age, or geography)?
 - c. Has adopting any specific practice or set of practices resulted in differential impacts on farm outcomes? Note: The project was not set up for testing individual interventions / having control groups, so this may not be possible. This can be a discussion in the design phase of the evaluation.
 - d. Are farmers adopting practices that evidence shows reduce the risk of priority pathogens/ diseases?
2. What barriers and enablers exist to adopting (and sustaining) on-farm biosecurity and farm management practices?
 - a. Are there unique barriers or enablers faced by women or youth farmers?
 - b. How can we enhance enablers and perceived value to increase adoption and sustainability?
3. Has adopting practices resulted in a positive return on investment (ROI) for farmers?
4. What processes are working well, and are there opportunities to improve?
5. How can TRANSFORM's model support lasting impact and change?
 - a. Has the private sector begun incorporating aspects of TRANSFORM's model into their work/organizations, or are they planning to do so moving forward?
 - b. What elements are needed to sustain change?

This evaluation was conducted at the project's midterm to inform implementation of the remainder of the project. The findings will be used to inform decisions about the Year Four (FY24) and Year Five (FY25) workplans. The primary audiences for this report are the USAID India Mission, USAID Kenya Mission, USAID Washington, and the TRANSFORM Consortium. However, secondary audiences, such as other donors, companies, and implementing partners working at the nexus of animal agriculture and human health, may be interested in using the findings to inform their program design and implementation.

METHODS AND LIMITATIONS

Briefly outline evaluation methodology here and any key limitations.

KEY FINDINGS

Summarize key findings here by evaluation question, at a minimum EQ1 What has TRANSFORM achieved should cover the following:

- Adoption rate (of new practices from start of TRANSFORM)
- Most and least adopted practices and any insights that explain why some are more adopted than others
- Farm outcomes (mortality, productivity, income, ROI)
- Analysis of which interventions had greatest impact on above farm outcomes (if feasible) if there are any statistically significant differences

Findings should be presented as total results across countries and disaggregated by country here.

The executive summary can focus on cross-country findings as well as highlighting India and Kenya specific findings separately.

CONCLUSION AND RECOMMENDATIONS

Few sentences summary across countries.

What are the implications for year three and beyond (consider any findings related to longer-term sustainability)? This can be a few sentences expanded on in the main body of report.

- What challenges could we address/ what is beyond or scope but could be future work for others?
- What will we continue to scale up that is going well?
- Were there any areas where additional information is needed?
- Were there any recommendations on dissemination of findings?

The executive summary can focus on cross-country recommendations as well as highlighting India and Kenya specific recommendations separately.

INTRODUCTION

This section covers the project's background and the evaluation purpose and questions.

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BACKGROUND

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- This section should summarize relevant background information in approximately one to three pages.
- This should describe:
 - o This should include country and/or sector context
 - o The specific problem or opportunity the intervention addresses
 - o The theory of change
 - o What is being evaluated (e.g., the specific activities)
 - o Who are the relevant implementing partners (add award # and dates as footnote)
 - o What is the target population for these activities
 - o What is the geographic area of implementation
 - o The timeline showing dates of implementation
 - o Any major events impacting implementation of the strategy, intermediate result, project, activity, or intervention being evaluated
 - o Any strategic adaptations that have occurred since the intervention started

EVALUATION PURPOSE AND QUESTIONS

- o This section should describe the evaluation purpose and the evaluation questions in approximately one to two pages.
- o Provide an overview of target audiences and report uses.
- o This section should identify all evaluation questions requiring sex-disaggregated data, the use of gender sensitive data collection methods, and analysis of sex-specific differential impacts.

METHODS AND LIMITATIONS

This section should provide a detailed description within one to three pages of the evaluation methods, why they were chosen, and their strengths and limitations. If more space is needed, additional detailed information on the methods should be provided in an annex.

METHODS

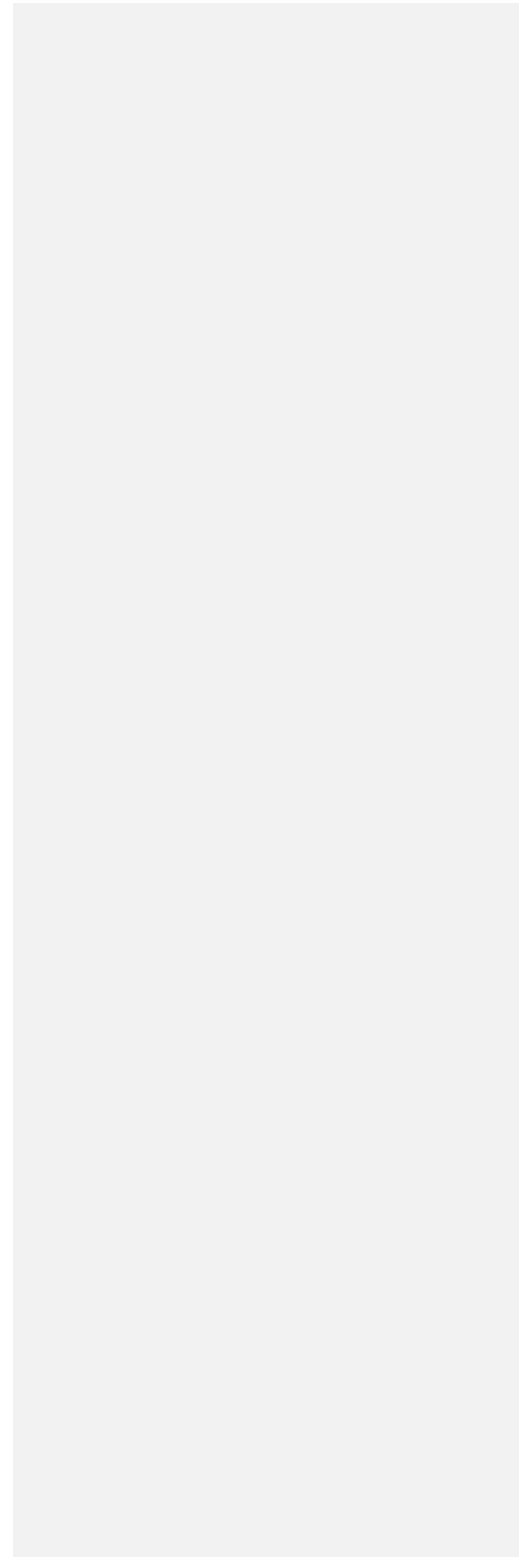
- This section must describe the evaluation method(s) for data collection and analysis including sampling strategy, number of days of fieldwork, and evaluation team composition.
- Include a table with the evaluation questions and methods used to address them (see table below).
- In the annex, include a list of existing and relevant strategy, project, or activity documents or performance information sources that were used, including monitoring data used for the evaluation.

Evaluation Question	Method(s)
---------------------	-----------

Evaluation question here	What data sources and data collection and analysis methods will be used to produce the evidence for answering this question?

LIMITATIONS

- Describe strengths and limitations of the evaluation methodology and other factors which affected the evaluation quality.
- The goal is to help the reader make an informed judgment about the credibility of the findings and conclusions and the underlying evaluation design including the data collection and analysis methods.



INDIA

The main body of the report should be divided into each country so that decisions can be made based on local results and insights. They can follow roughly the same structure as outlined here.

BACKGROUND

Briefly reiterate key facts from the introduction on activities, geography, and target participants.

KEY FINDINGS

Findings and conclusions should make up most of the main body of the report, synthesizing what was learned during the evaluation and presenting it in an easy to understand and logical fashion. Key findings should be organized by evaluation question.

Findings are empirical facts based on data collected during the evaluation and should not rely only on opinion, even of experts.

Whenever possible, data should be presented visually in easy-to-read charts, tables, graphs, and maps to demonstrate the evidence that supports conclusions. All graphics must have a title, be clearly labeled, and include a caption.

This section should start with an overview of results against TRANSFORM's key performance indicators. Then, it should discuss key findings for on-farm practices and then access to finance.

EVALUATION QUESTION 1: WHAT HAS TRANSFORM ACHIEVED?

EQ 1 will likely take up the bulk of the report. At a minimum, EQ 1's key findings should cover the following sub-sections:

TRANSFORM KEY PERFORMANCE INDICATORS

TABLE # RESULTS AGAINST TRANSFORM'S KEY PERFORMANCE INDICATORS

Key Performance Indicator	Results	Target
Average animal mortality rate		
% of farms with reduced animal mortality		
% of farms with improved animal productivity		
% of farms with improved income		
% of farmers that have adopted on-farm practices that support animal health		
# of animal health and production intermediaries trained in on-farm practices		
# of farmers trained in on-farm practices		

Commented [T5]: Please populate with total by gender, age, and geography in the annex. If there are statistically significant differences by gender, age, or geography, please flag in the narrative and reference the annex.

ON-FARM PRACTICES

FARMER TRAINING, ADOPTION, AND RESULTS

Demographics

- o Number of farmers surveyed (disagg. by gender, age, region)

Description	Disaggregation	N	%
Gender	Female		
	Male		
Age	Youth (18-29)		
	Non-youth (30+)		

- Herd/Flock characteristics
 - o Data on number of animals (production type)
 - o Production type (extensive, semi-intensive, intensive)
- Adoption of practices
 - o Reiterate adoption rate
 - o Discuss most and least adopted practices and any contributing factors (why adopted/did not adopt or decreased implementation)
 - This should consider the greatest % change since the base and Outcome Monitoring (i.e., what practices were newly adopted by the highest percentage of farmers) and then the overall total adoption rate in the population. Two examples, from the Outcome Monitoring report that highlight why this is valuable:
 - “Despite a 26.5% increase in footbaths, this is still overall the least adopted practice with only 43.5% of farmers having footbaths with disinfectants that are properly managed. Footbaths are a simple way to prevent introduction of pathogens from outside of poultry units that may be tracked in on the bottom of shoes.”
 - “There was a 12% decline in keeping feeding troughs and watering equipment separate 3.5% decline in having separate housing for different production groups (e.g., layers and broilers). However overall adoption among farmers of these practices remains high at 80% and 66.5% respectively.”
 - o Discuss any statistically significant differences across gender, age, geography, etc. and any insights collected that can explain these differences.
 - o Table with all practices (see example) in order of most/least adopted (this should look at the change from baseline/OM/ to MTE not just total population's adoption rate.
- Farm outcomes

- Mortality
 - Average mortality rate
 - % of farms with reduced animal mortality
 - Causes of mortality including the main diseases. Causes will likely be based on experience or formal diagnosis shared by farmers and CAVEs.
- Antimicrobial Usage
 - % of farms with reduced need for/ use of antibiotics
- Productivity
 - % of farms with improved productivity
 - Average quantity of target product (e.g., eggs, milk) produced
- Income
 - % of farms with increased income
 - Average farm income
- Analysis of which interventions had greatest impact on above farm outcomes (if feasible) if there are any statistically significant differences

CONCLUSION AND RECOMMENDATIONS

Summarize conclusions and recommendations related to the evaluation question.

Conclusions synthesize and interpret findings and make judgments supported by one or more specific findings.

- Reiterate the most pertinent conclusions related to TRANSFORM's evaluation questions and KPIs.

Recommendations are specific actions the evaluation team proposes be taken by program management that are based on findings and conclusions. The reader should be able to discern what evidence supports the recommendations.

- Recommendations should cover design implications for Year Four and Five for TRANSFORM. These should be within TRANSFORM's scope and should be finalized in discussion with the TRANSFORM team to ensure they are within scope.
- Any major challenges beyond TRANSFORM's scope but could be future work for others or are issues to flag for USAID and other donors.
- Any areas surfaced that require additional data collection.
- Any recommendations related to dissemination of findings.

EVALUATION QUESTION 2: WHAT ARE THE BARRIERS AND ENABLERS TO ADOPTION (AND SUSTAINABILITY) OF ON-FARM BIOSECURITY AND FARM MANAGEMENT PRACTICES?

At a minimum, this section should clearly outline barriers and enablers to adoption of on-farm practices that farmers and other stakeholders have cited during data collection and then propose any recommendations based on these insights. Any differences in barriers and enablers for women and youth should be highlighted and recommendations should cover how TRANSFORM can enhance enablers and perceived value to increase adoption and sustainability?

In this and subsequent sections focused on qualitative analysis, it is important to be explicit about where insights have come from and helps to add in direct quotes from discussions to bring the insights to life. Here is an example:

According to 2017 DHS data, 49 percent of women took iron supplements during pregnancy. Qualitative data (KIs=5; FGDs=8) showed that this is due to discontinuation of the free-of-charge supply of iron and folic acid supplements to the HFs throughout the country since 2020. During focus groups with mothers of CU2 (FGDs=2), most of them confirmed that they purchased the iron pills on their own during their last pregnancy and took them mainly for a month. Also, most of the mothers interviewed mentioned that they took folic acid for at least three months.

“We advise and prescribe iron folic acid (IFA) for pregnant women, but they need to buy them on their own. As a result, only some pregnant women purchase IFA due to their expensiveness. For example, 25 iron pills of Russian production costs TJS 25. This is quite a significant amount for a family budget.” – FGD with QI Committees at the hospital and PHC levels

This example references the specific number of KIs and FGDs where the specific insight emerged and provides a quote from a specific FGD. Such details, especially being specific about the number of KIs or FGDs where something was mentioned, help build the credibility of qualitative insights such that they are not just anecdotal.

EVALUATION QUESTION 5: WHAT PROCESSES ARE WORKING WELL AND ARE THERE OPPORTUNITIES TO IMPROVE?

This section will draw from insights from the first four evaluation questions. This section should then add in insights from the implementation team and local partners related to process learning. This should cover the interventions outlined above as well as ways of working as a team and with partners (e.g., implementing partners, CAVEs, farmers, FPOs, financial intermediaries, other private sector, and government).

EVALUATION QUESTION 6: HOW CAN TRANSFORM'S MODEL SUPPORT LASTING IMPACT AND CHANGE?

This EQ will likely build on findings from EQ5 with an emphasis on setting TRANSFORM up for sustainability in the latter half of project implementation. Because TRANSFORM has an emphasis on private sector engagement as a means of fostering sustainability, this should explore the extent to which the private sector begun to incorporate aspects of TRANSFORM's model into their work/organizations. Further, the report should make initial recommendations from the data to identify elements stakeholders think are needed to sustain change.

KENYA

The main body of the report should be divided into each country so that decisions can be made based on local results and insights. They can follow roughly the same structure as outlined here.

BACKGROUND

Briefly reiterate key facts from the introduction on activities, geography, and target participants.

KEY FINDINGS

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ON-FARM PRACTICES

FARMER TRAINING, ADOPTION, AND RESULTS

Demographics

- Number of farmers surveyed (disagg. by gender, age, region)

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CONCLUSION AND RECOMMENDATIONS

Summarize conclusions and recommendations related to the evaluation question.

Conclusions synthesize and interpret findings and make judgments supported by one or more specific findings.

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- Recommendations should cover design implications for Year Four and Five for TRANSFORM. These should be within TRANSFORM's scope and should be finalized in discussion with the TRANSFORM team to ensure they are within scope.
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CONCLUSION AND RECOMMENDATIONS

This section can return to taking a cross- country framing and then reiterate any of the most pertinent recommendations from each country.

Conclusions synthesize and interpret findings and make judgments supported by one or more specific findings.

Recommendations are specific actions the evaluation team proposes be taken by program management that are based on findings and conclusions. The reader should be able to discern what evidence supports the recommendations.

What are the implications for year three and beyond?

- What challenges could we address/ what is beyond or scope but could be future work for others
- What will we continue to scale up that is going well
- Perhaps reference mid-term eval that will pick up on this work

ANNEX

Include, at a minimum, the following as annexes:

- Timeline showing dates of data collection, baseline, and subsequent data collection, if applicable.
- Evaluation statement of work.
- All data collection and analysis tools used, such as questionnaires, checklists, survey instruments, and discussion guides.
- All sources of information—properly identified and listed. Include any existing and relevant strategy, project, or activity documents or performance information sources that were used, including monitoring data.

Commented [T7]: To be provided by TRANSFORM.

Annex 2. Sample Template for Summary Report of Evidence Based Risk Factors and On-Farm Practices Related to Priority Diseases in India and Kenya

This is a high-level template for the proposed deliverable. This is intended for internal TRANSFORM team use and not a formal literature review for publication in a peer-reviewed journal unless that is the consultant's desire, which can be discussed.

Introduction

Short introduction can be 1-2 paragraphs outlining the purpose and objectives of the activity.

Findings

This can be a summary table combined or (as below) or separated by risk factors and risk-reduction practices. A short narrative can be provided if the consultant wishes to expand on any additional findings or key insights.

Example Table of On-Farm Practices Associated with Reduced Prevalence of Priority Diseases in India

Note: If there is sufficient literature specific to India and Kenya, this section can be adapted to have two separate tables/ results sections. However, if the evidence base is quite limited, this section and table can be country agnostic.

Priority Diseases	Primary Risk Factors	Priority Biosecurity Measures Identified in Literature as Reducing Risk/Pathogen Prevalence
Avian Influenza		
<i>Campylobacter</i>		
<i>Clostridium perfringens</i>		
<i>E. coli</i>		
Infectious Bursal Disease		
New Castle Diseases		
<i>Salmonella</i>		

Materials and Methods

This should briefly describe in 2-3 paragraphs the approach taken for the literature review and any methodology developed to rank or weight the risk factors and risk-reduction practices identified.

Conclusions

This can be a short paragraph summarizing any key findings or recommendations for further investigation or implications for implementation.

References

All sources that informed the review and findings should be provided.