



**REQUEST FOR PROPOSALS**

**TRANSFORM – Mid-Term Evaluation**

**RFP # TR-RFP -2024-04**

**Date Issued: March 13, 2024**

**Response Deadline: March 31, 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.

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.

TRANSFORM Components	
<b>ON-FARM PRACTICES</b>	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.
<b>HOLISTIC ANIMAL NUTRITION RESEARCH</b>	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.
<b>ACCESS TO FINANCE</b>	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.
<b>ANTIMICROBIAL USE STEWARDSHIP</b>	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.

**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 analysis of data and drafting of the evaluation report.

## Objective

The primary objective of this work is to support the mid-term evaluation study by analyzing data provided by TRANSFORM and drafting TRANSFORM's mid-term evaluation. The data provided by TRANSFORM will include:

- **Household surveys from a sample of around 415 farmers.** Local consultants hired by Cargill will collect data under a separate SOW from a statistically representative sample.<sup>1</sup>
- **Key informant interview transcripts and summary sheets** from around 50 interviews. These interviews will also be conducted by local consultants or Cargill staff. However, if desired, the Vendor may conduct additional key informant interviews to help inform analysis and drafting of the report.
- **Key project documents**, such as the Cooperative Agreement program description, previous annual and semi-annual reports, after-action review notes, etc.

This will be a performance evaluation conducted at the project's mid-term to understand performance to date, provide recommendations for improvement, 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.

---

<sup>1</sup> 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.

**TABLE 2. TRANSFORM RESULTS FRAMEWORK**

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

<p><b>GOAL</b> Sustainably strengthen animal-sourced food systems to prevent antimicrobial resistance, zoonoses, and transboundary animal diseases</p>	
<p><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></p>	
<p><b>OUTCOME AREA 1</b> Improved biosecurity and on-farm practices</p>	<p><b>OUTCOME AREA 2</b> Poultry-industry commitment to principles, policies, and standards around antimicrobial use stewardship</p>
<p><b>OUTCOME AREA 1.1</b> Adoption of on-farm practices that support animal health and economic sustainability increased</p>	<p><b>OUTCOME AREA 2.1</b> Implementation of industry-wide principles, policies, and standards around antimicrobial use (AMU) stewardship increased</p>
<p><i>% of farmers that have adopted on-farm practices that support animal health</i></p>	<p><i># of organizations implementing AMU stewardship practices</i></p>
<p><b>OUTCOME AREA 1.1.1A</b> Capacity to implement on-farm practices that support animal health and economic sustainability increased</p>	<p><b>OUTCOME AREA 2.1.1</b> Adoption of industry-wide principles, policies, and standards around antimicrobial use (AMU) stewardship increased</p>
<p><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></p>	<p><i># of targeted companies adopting AMU stewardship principles</i> <i># of targeted country associations endorsing AMU stewardship principles</i></p>
<p><b>OUTCOME AREA 1.1.1B</b> Access to finance to implement on-farm practices that support animal health and economic sustainability increased</p>	
<p><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></p>	
<p><b>OUTCOME AREA 1.2</b> Viability of innovative product(s) to improve on-farm holistic nutrition tested</p>	
<p><i>% of trials testing novel products and approaches</i> <i># of publication manuscripts produced</i></p>	

### Activities to be Implemented

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

<b>ONBOARDING</b>	
<i>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. During a kickoff meeting, the team will provide an overview of TRANSFORM and results and lessons learned to date, share information about the data collection tools and process, and review expectations for the Mid-Term Evaluation.	
Develop workplan	
Present a workplan that includes the plan and timeline for implementing the proposed activities.	
<b>CONDUCT EVALUATION VIA DATA ANALYSIS AND REPORT WRITING</b>	
<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. This should be interactive and an opportunity to test and adapt recommendations. This discussion will inform the first stages of TRANSFORM's work planning process.	
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.	

## 2 Proposed Deliverables

The following deliverables are proposed:

#	Deliverables	Timeline
1	Workplan including the plan and timeline for implementing the proposed activities, including any tools or software that will be used.	One week from contract start date
2	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
3	Draft Report (1 <sup>st</sup> draft) – First draft of the report in-line with TRANSFORM's evaluation questions and the outline provided in Annex 1.	July 15, 2024

4	Draft Report (2 <sup>nd</sup> 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
5	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 April – September 2024.

### 4 Required Qualifications of Vendors

Minimum Requirements

1. Evidence of success in completing similar assignments in terms of size, design, and rigor.
2. Technical expertise of evaluation methods.
3. Excellent qualitative and quantitative research and analytical skills.
4. Experience completing evaluations related to health, agriculture, economics, or related fields.
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. Previous experience completing mid-term evaluations for USAID-financed projects.
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 31st, 2024, at 11:59 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](mailto:Michelle_cassal@cargill.com)

Please copy [transform\\_ops@cargill.com](mailto:transform_ops@cargill.com) when you submit your response.

#### 5.2 Questions and Answers

Should Vendors have questions about this RFP or scope, please submit any questions by March 20, 2024 by 11:59 pm EST. Answers will be shared with all potential Vendors.

### 5.3 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 brief proposal, short summary of qualifications, CVs of proposed personnel, and a price proposal as detailed below. Vendors can submit Microsoft-compatible documents (Word, Excel, PowerPoint, etc.) or PDF documents:

- **Submit technical proposal:** Vendors should provide the following:
  - A brief high-level approach (2 pages maximum) to completing the assignment, including any software that will be used for quantitative and qualitative data analysis.
  
- **Submit Vendor qualifications:** Vendors should provide the following:
  - A short summary of the respondent’s proposed personnel qualifications (3 pages maximum). Please include relevant experience in conducting similar activities (i.e., quantitative data analysis, qualitative data analysis, conducting evaluations, etc.).
  - A copy of the CV of the proposed personnel (no page limit for CV)
  - A minimum of two examples of evaluations completed by the proposed team or key personnel of similar nature.
  - 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).
  - 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.		One week 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
--	--	--------------------

- 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.

## 5.4 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 experience of proposed staff with quantitative data analysis	25%
Qualifications and experience of proposed staff with qualitative data analysis	25%
Experience conducting previous evaluations	30%
Proposed approach	20%

**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.

## 5.5 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.

**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

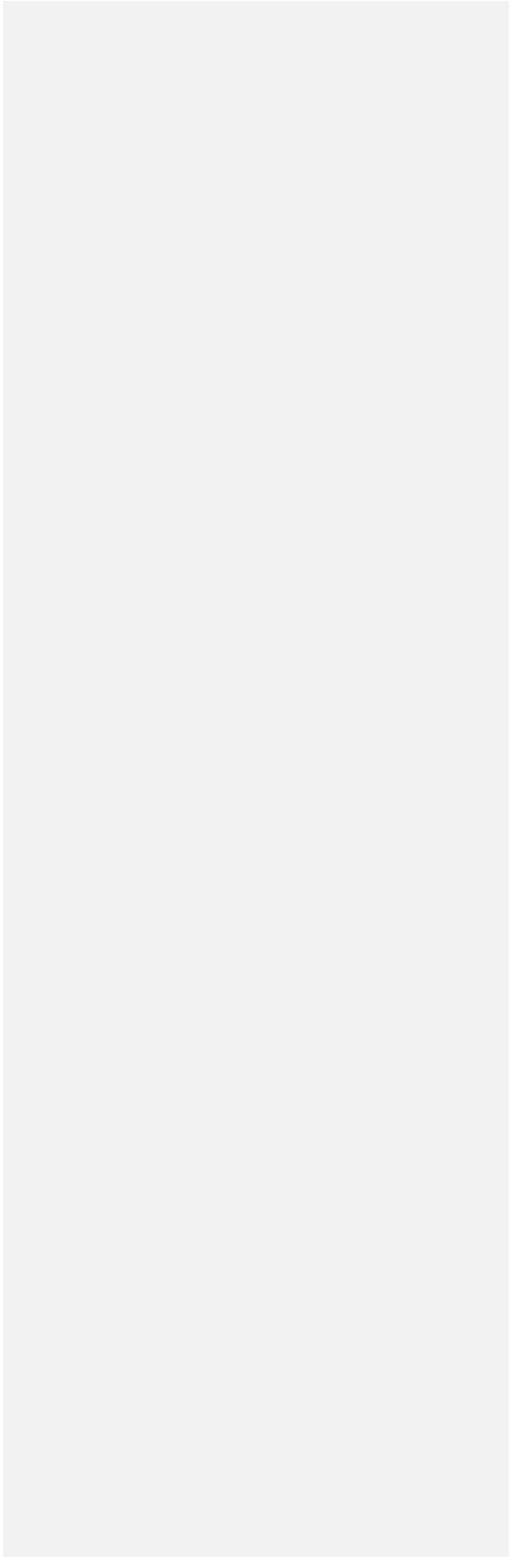
Transformational Strategies for Farm Output Risk Mitigation (TRANSFORM)

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.

## TABLE OF CONTENTS

HEADING 3 STYLE GOES HERE	1
HEADING 3 STYLE GOES HERE	2
HEADING 3 STYLE GOES HERE	3



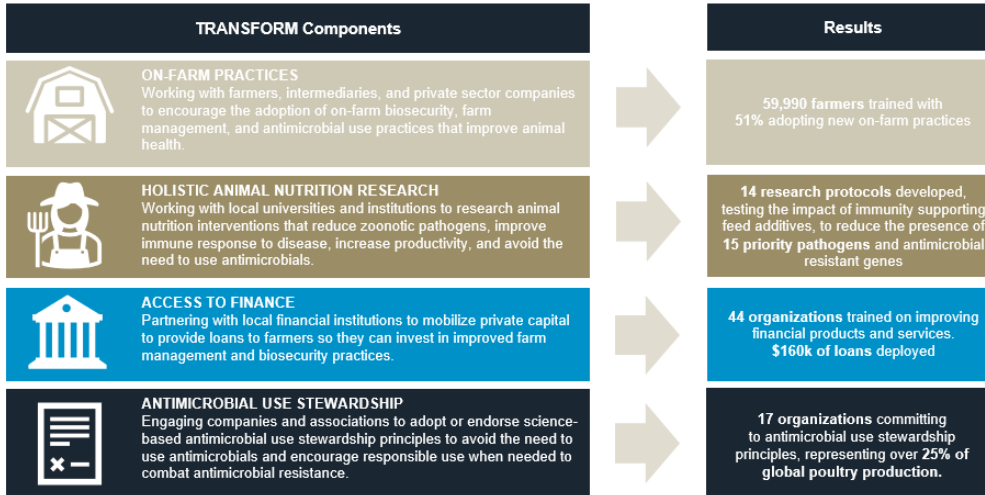
## EXECUTIVE SUMMARY

### 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.

**Commented [T2]:** TRANSFORM team to draft background for consultant.

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.

**Commented [T3]:** For the main body of the report we can follow the same structure as the Executive Summary with more detail and tables.

## BACKGROUND

**Commented [T4]:** TRANSFORM to provide this write up.

- 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

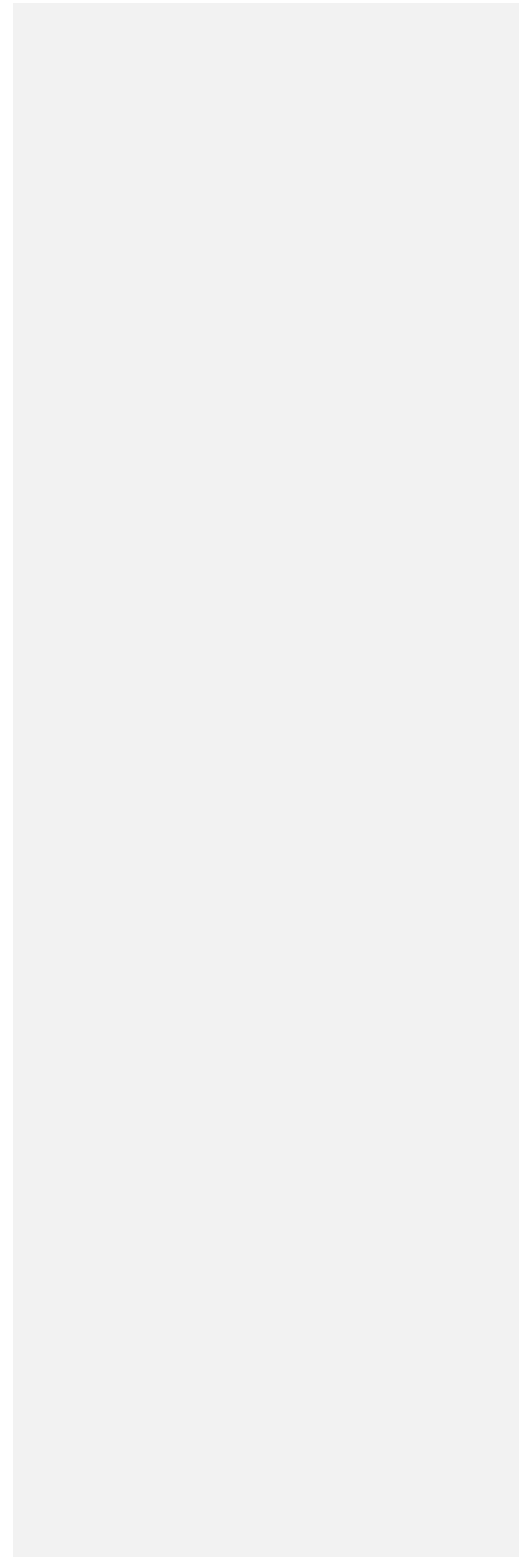
- This section must describe the evaluation method(s) for data collection and analysis including sampling strategy, number of days of fieldwork, and evaluation team composition.
- Include a table with the evaluation questions and methods used to address them (see table below).
- In the annex, include 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

- 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
  - Data on number of animals (production type)
  - Production type (extensive, semi-intensive, intensive)
- Adoption of practices
  - Reiterate adoption rate
  - 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.”
  - Discuss any statistically significant differences across gender, age, geography, etc. and any insights collected that can explain these differences.
  - 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

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 [T6]:** 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

- 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
  - Data on number of animals (production type)
  - Production type (extensive, semi-intensive, intensive)
- Adoption of practices
  - Reiterate adoption rate
  - 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.”
  - Discuss any statistically significant differences across gender, age, geography, etc. and any insights collected that can explain these differences.
  - 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.
- 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.



## 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.