# Statement of Work

## Mid Term Evaluation of USAID Agricultural Extension Support Activity (AESA) project

**Dhaka Ahsania Mission**
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## POINT OF CONTACT

**Shafinaj Rahman**
**Head of Monitoring and Evaluation**
**AESA Project**
**Dhaka Ahsania Mission, Bangladesh**

**Cell: 01787675439**
**Email: srahman@aesabd.org**

| **Project Information** | |
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| Project Name | **USAID Agricultural Extension Support Activity (AESA)** |
| Award Number | Contract No. AID-388-A-13-00001 |
| Project Dates | October 2012–October 2017 |
| Funding | $19,102,419 |
| Implementing Partner | Dhaka Ahsania Mission |
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# Contents

## I. BACKGROUND:

Central and Southwest Bangladesh has experienced extreme weather events (including two major cyclones in the last 5 years), man-made environmental degradation, increased flooding, changes in seasonality of rains, and salinization of soil and water, causing food and water insecurity. Agricultural productivity has dropped accordingly, resulting in large-scale migration by male family members to city centers, leaving women behind to maintain their families with fragile economic resources, remittances, and limited social safety net arrangements. Therefore, a great need exists to identify alternative livelihood opportunities for women farmers, especially in agriculture and income-generation activities. For this to happen, there must be a stronger agricultural extension system in place that responds to the needs of poor smallholder women farmers.

Women/smallholder farmers are constrained by a lack of information about recommended farming practices for a degraded environment and appropriate inputs, such as stress-tolerant seeds and varieties, and access to fair market price information. As a result they are vulnerable to being taken advantage of by buyers. Many live in remote hard-to-reach areas or are constrained by patriarchal norms and practices that restrict women's mobility. Agricultural extension agents, who are mostly male, tend to provide services only to larger farmers, and lack adequate communication skills, sense of accountability and means of transport required to provide outreach to the poor in general and women in particular. Centralized and updated database and information systems with the latest scientific research are mostly inaccessible from the field, and research institutions receive insufficient feedback about needs on the ground and smallholder's adoption of recommended practices. Thus research objectives are often disconnected from field situations and data used by extension agents are often from old research.

Use of ICT is expanding rapidly as a way to connect poor farmers to markets, extension services and other information sources; however access to mobile phones and power sources is limited in remote areas. Poor farmers are often illiterate or semi-literate and at present phones do not have Bangla script, making text messaging difficult. Extension officers may have computers and limited internet connectivity, but not know how to use them to full capacity or to troubleshoot technical problems.

The USAID Agricultural Extension Support Activity (hereafter referred to as the "AESA") works in 12 districts in the central and southwest areas of Bangladesh (Barisal, Dhaka, and Khulna divisions) to implement capacity building and support the development of a farmer demand-driven agricultural extension system, synergized by use of information communication technology (ICT). To help foster farmer demand-driven extension, the project seeks to help improve access to quality ag inputs, to information and advice on improved technologies and management practices, access to financing and to increased market opportunities. The focus is on smallholder farmers, with priority given to women farmers. A key emphasis is working closely with the Government of Bangladesh to identify gaps in existing capacities and build on efforts already under way.

AESA project is implemented under USAID/Bangladesh's Development Objective 2 (DO2): Food Security Improved. DO2 is the flagship DO for the Feed the Future (FTF) strategy

and its objective in Bangladesh: "Availability, Access, and Utilization of Domestically Produced and Nutritious Foods Increased." The DO2 development hypothesis is: *"addressing vulnerable household constraints to food availability, access, and utilization will lead to positive outcomes for health and income security."* DO2 incorporates integrated, multi sectoral interventions promoting diversification to more nutritious and high value crops.

This AESA Project is supporting the Bangladesh Agriculture, Food Security and Nutrition Country Investment Plan (CIP), the Government of Bangladesh's Sixth Five-Year Plan, and the Master Plan for Agricultural Development in Southern Region of Bangladesh for 2012-2021 and is complement other USAID Feed the Future (Food Security) programs focusing on cereal grains, fisheries, policy support, value chains, and agro-inputs.

## II. PROGRAM ACTIVITY COMPONENTS

The goal of the AESA Project is to strengthen the existing agriculture extension system in 12 districts in the southwest and central Bangladesh in order to sustainably improve food security and nutrition for 110,000 vulnerable smallholder farmers. This goal is supported by three components and related tasks.

- **Component 1**- The USAID Agricultural Extension Support Activity approach starts with empowerment of smallholder farmers (with an emphasis on women farmers), through development of producer groups around non-cereal agricultural products common to southwest Bangladesh. This component aims at giving smallholder farmer a voice to demand extension services, to purchase inputs in bulk and to sell their aggregated produce at fair market prices.
- **Component 2** - Networking, linkages and access to information is enhanced through new information communication technology (ICT) capacity. This allows farmers to make informed decisions about adopting new agricultural technology and farming practices, purchase of quality inputs, and sale of products.
- **Component 3** - addresses transformational change within the public and private extension services, so they not only have the capacity to provide the most relevant and up-to-date technical information, but smallholder farmers have equal access to all government and non-government infrastructure and services in their area. Given the variety of constraints to effectively and holistically improve ag extension service delivery through a single project, the project works more intensively in four target upazilas (one per region) to demonstrate improved ag extension service delivery in those demo upazilas. The aim is to allow the Department of Ag Extension (DAE) to observe outcomes in the demo upazilas and commit to adopting those improved practices that are deemed appropriate and valuable.

The project interventions include important elements such as promoting gender equity, , participatory and bottom-up decision-making, allowing women a strong voice and visible roles in agri-production and marketing, and two-way research and knowledge sharing between farmers and formal research institutions.

The following table shows the primary activities associated with each Component and Task for Year 3. These are further described in the project's Annual Implementation Plans (AIP) for Years 1, 2 and 3.

Ag Extension Project Components, Tasks and Activities for Year 3 (tentative):

| **Component 1: Enhance access to, and utilization of, agricultural extension services by smallholder farmers (including women)** | |
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| *Task 1.1: Community mobilization and formation of smallholder farmer producer groups* | 1.1.1: Selection of target communities and formation of Farmer Producer Groups (FPGs) |
| *Task 1.2: Training, capacity building of new and existing farmer producer groups* | 1.2.1: Participatory Needs Assessment (PNA) and Farmer Producer Group Action Plans prepared for new FPGs |
| | 1.2.2: FPG Training and Capacity-building including<br>- Develop and improve training and capacity building modules<br>- FPG farmer leaders' training on improved production technologies<br>- FPG farmer leaders' capacity building on facilitation, collective action, access to market information, market analyses<br>- training to farmers on key improved agricultural practices |
| | 1.2.3: Agriculture demonstration plots and aquaculture demonstration ponds |
| | 1.2.4: Identify and link farmer groups with public-sector (government) extension agents |
| | 1.2.5: Identify and link farmer groups with value chain stakeholders |
| | 1.2.6: Train farmer leaders in the use of ICT |
| | 1.2.7: Development and application of Participatory Performance Tracking (PPT) tool for FPGs |
| | 1.2.8: Increase awareness of health and nutrition issues among FPG members |
| *Task 1.3: Enhance access to quality, affordable inputs and expand market* | 1.3.1 Enhance FPG access to quality, affordable inputs and output market opportunities |
| | 1.3.2 Assess market opportunities per value chain |

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| *opportunities for farmers to sell their outputs* | 1.3.3 Link farmers and farmer groups to input sellers and output market opportunities |
| *Task 1.4: Link smallholder farmers to formal financial services* | 1.4.1: Agricultural finance service provider mapping |
| | 1.4.2:Deliver agricultural finance capacity building to all Farmer Producer Groups |
| | 1.4.3: Linking producer groups to identified MFIs |
| | 1.4.4: Assessment of farmer access to informal credit |
| | 1.4.5: Increase usage of ICT to disseminate agricultural information in FPG level |
| **Component 2: Expand and strengthen ICT mechanisms to increase access to agricultural market information, knowledge and technologies** | |
| *Task 2.1: Develop a strategy for expanded use of ICT in extension services* | 2.1.1: Agricultural market information assessment |
| | 2.1.2: End-of-Year ICT strategy review |
| | 2.1.3: Regional e-ag-conference to expose stakeholders to ICT-enhanced extensions Systems |
| | 2.1.4 Monitoring & evaluation of ICT interventions |
| *Task 2.2: Development of user-friendly ICT tools and applications to increase farmer and extension agent access to agricultural production and market information* | 2.2.1: Continue Agro Knowledge Bank Portal development |
| | 2.2.2: Develop ICT-based Reporting and Data Analytics app for SAAOs |
| | 2.2.3: Develop Farmer Query System |
| | 2.2.4: Develop Targeted SMS and Voice Messaging to farmers and extension agents |
| | 2.2.5: Develop Decision Support System (DSS) for extension agents |
| | 2.2.6: Develop Multimedia phone content for farmers, extension agents and ag input sellers |

| **Component 3: Strengthen capacity of agricultural extension service agents (public and private) to proactively respond to the needs of small holder farmers, with an emphasis on women.** | |
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| *Task 3.1:Increase skills and capacity of public sector agricultural extension agents in providing extension services* | 3.1.1: Public extension agent TOT on improved ag practices |
| | 3.1.2 Train public extension agent on non-ag practices |
| | 3.1.3 Collaboration with the Agriculture Information Service (AIS) for developing AIS capacity |
| *3.2 Increase or develop the capacity of private-sector extension agents in providing extension services* | 3.2.1: Facilitate provision of embedded advisory services by inputs retailers |
| | 3.2.2: Capacity-building of Local Service Providers (LSPs) |
| | 3.2.3: Collaboration with inputs companies and agribusiness firms |
| *Task 3.3: Increase capacity of agricultural extension agents in the use of ICT tools* | 3.3.1: ICT orientation for extension agents (including resource farmers) |
| | 3.3.2: Smartphone-based gaming knowledge applications for extension agents |
| *Task 3.4: Enhance mobility and communication resources of extension workers to better reach smallholder farmers and women.* | 3.4.1: Provision of motorcycles to DAE, DOF and DLS field offices, focusing on 4 demo upazilas |
| | 3.4.2: Provision of communications equipment and support to DAE, DoF and DLS field offices |
| *Task 3.5: Intensive work with public and private extension agents in 4 selected upazilas to demonstrate improved ag extension service delivery through block-level ag extension centers.* | 3.5.1: Establish block-level extension centers in 4 demo upazilas |
| | 3.5.2: Enhance the capacity of the Department of Agricultural Extension (DAE) to train its field extension agents. |
| | 3.5.3: ICT enhancement of DAE extension agent training in 4 demo upazilas |
| | 3.5.4: DAE capacity building and support |
| | 3.5.5: Participatory (farmer-driven) extension system promoted |
| | 3.5.6: Inclusive ag extension center promoted |

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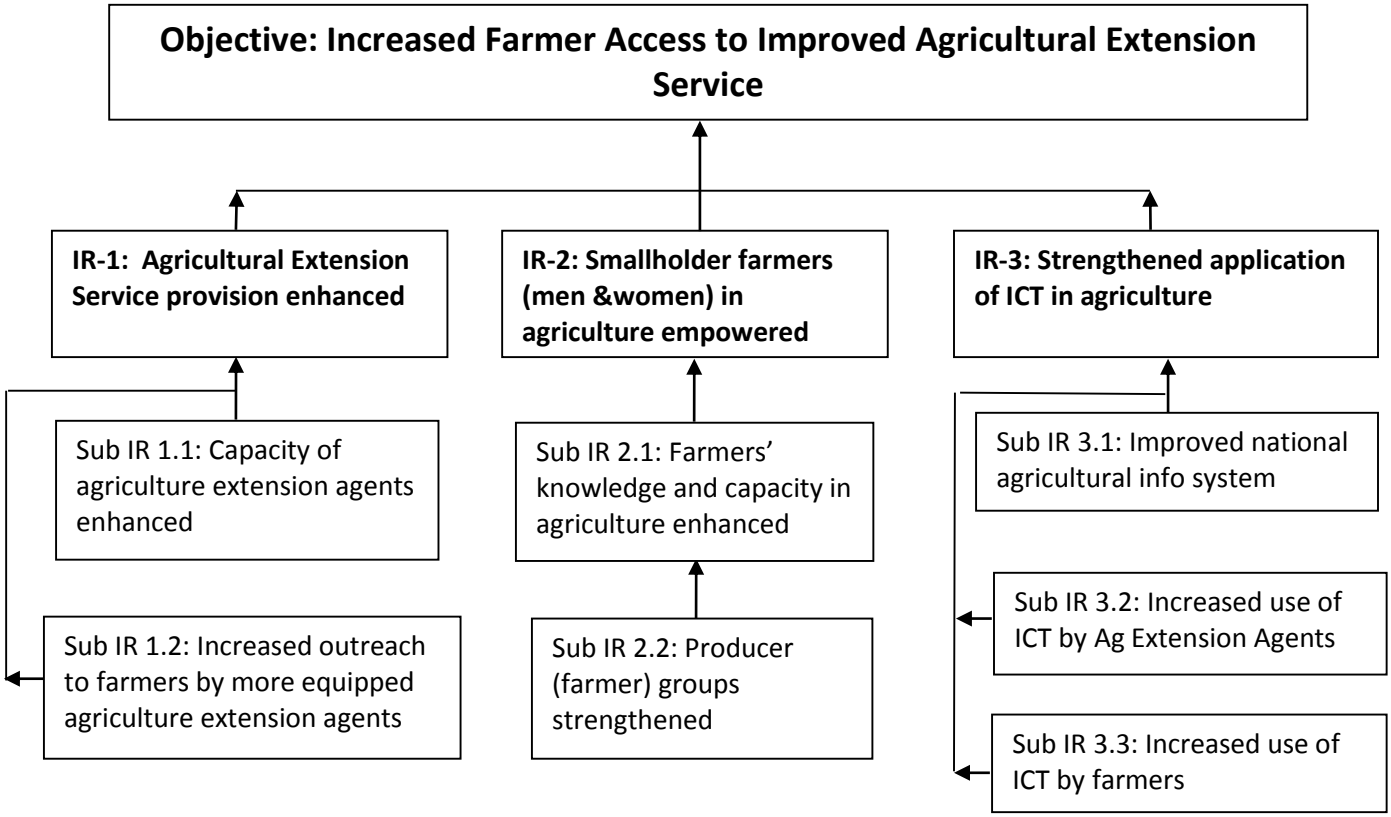
| | 3.5.7: Private service providers' capacity building. |
| Cross-cutting 1: Gender integration | FPG members trained on gender issues/awareness |
| | Extension agents trained on gender sensitization |
| Cross-cutting 2: Environmental compliance | FPG members trained on environmental compliance for project activities |
| | Extension agents trained on environmental compliance for project activities |

The Results Framework

The Agricultural Extension Support Activity development hypothesis is that *if vulnerable smallholder farmers can be linked with access to high-quality extension services and information, farmers will apply improved agricultural practices.* The logical progression from this is that if the Agricultural Extension Support Activity is successful, in concert with other USAID-supported interventions, vulnerable smallholder farmer productivity will increase and food insecurity will decline. A key dimension of the Agricultural Extension Support Activity's development hypothesis is that ICT-enabled solutions will play a key role in overcoming the challenges vulnerable smallholders currently face in accessing high-quality extension services and information.

Following figure represents the results framework for the project which evolved from the above activity components:




Assumptions

- That political Instability will not affect project activities significantly
- No major disasters such as cyclones or drought strike Bangladesh
- The project receives continued support from the GOB
- The project receives support from the local population

The AESA Project works in partnership at multiple levels within the Government of Bangladesh (GoB). Formal institutional arrangements have been made for collaboration between AESA Project and its partners, and the Department of Agriculture Extension (DAE) and the Agriculture Information Service (AIS) under the Ministry of Agriculture. Arrangements will also be made with the Department of Livestock Services and Department of Fisheries under the Ministry of Fisheries and Livestock. These agreements allow the GoB to work closely, provide support to, and participate in, the project implementation whenever required.

Within its prioritized supply chains, the AESA Project will continue to identify other FtF and donor-funded projects who are working in the same supply chains in order to ensure standard technical training and advice is provided to farmers around each one. Collaboration with these various projects will typically consist in the sharing of training materials, modules and information on best production practices, participation by project staff in relevant TOT courses offered by other implementers, cross-visits between projects and sharing of potential linkages for both inputs and markets. In addition to AVC and AIP, the project also anticipates collaborating with the AIN project in various aquaculture supply chains and CARE's SDVC project for dairy supply chain.

Though the project initially started with an ambitious target of 200,000 farmers in 20 districts / 40 upazilas as beneficiaries of improved extension service, focusing on a broader outreach, the focus was realigned in 2015 so that it would contribute to rather intensive quality of services to beneficiaries. With this, AESA's targeted number of farmer beneficiaries was reduced from 200,000 to 110,000 in 12 districts / 26 upazilas.

## III. EVALUATION PURPOSE

The mid-term evaluation will investigate if the development hypothesis is still valid and whether the project is on track to meet the original objectives while identifying emerging opportunities for enhanced impact of project's intervention in the extension service provision of Bangladesh. The mid-term evaluation will analyze the current status of the project and will provide feedback and recommendations for the future implementation of the project. The mid-term evaluation will highlight and provide guidance on any necessary revisions to the activity's strategy. The evaluation will be shared amongst USAID and other stakeholders.

Some major objectives of this evaluation are:

1) To review and analyze the effectiveness of AESA project in achieving the program objectives

2) Analyze if the project is contributing to the improved agricultural service provision which in turn will lead to increased productivity of farmers

3) Evaluate major constraints in achieving expected project results and ways of overcoming those

3) Provide recommendations for more efficient and effective future implementation of the

project, along with suggested adjustments on the project focus and any corrections required

The evaluation will cover the project period from October 2012 through June 2015.

## IV. EVALUATION QUESTIONS

AESA project has its USAID-approved project document, activity plans, M&E Plan etc. The evaluators shall consult the documents suggested by the project to check on the evaluation questions given. The evaluators would undertake a descriptive and normative evaluation of the project to gauge progress made in the implementation of planned activities toward reaching stated goals and objectives in the AESA award. The evaluators will assess the wider project context to validate project assumptions and results indicators against actual results, based on AESA implementation to date. Additionally, the project would like to understand how the AESA activities complement the other FTF Initiatives (AIP, AVC etc.) and non-FtF initiatives (SDLG, NATP, Miaki, etc.)
The mid-term evaluation must answer the following questions:

*Relevance:*

- How well is the project performing against stated results and objectives? What is working well and what is not?
- Is the development approach that the project is following benefitting the entire sector (in this case, extension support) or simply a few selected individuals/organizations? How can successful project activities or interventions be scaled up to create wider impact?
- Does the current mix of AESA activities address identified strategic impediments to improved extension service provision/ food security?
- How will the recent realignment in project focus affect the future project achievements?

*Effectiveness:*

- Has technology dissemination or general technical assistance to farmers motivated them to adopt new technologies and management approaches? (Consider different approaches that the project used: classroom training, practical session, demo plot establishment, exposure visits etc.) If yes, what is the percentage of that?
    - What has been the most effective form of technical assistance to the farmers?
- Has adoption of improved technologies correlated to an increase in individual farmer's production?
- Are the farmer producer groups gaining the benefits of collective action for purchasing inputs or selling output?
- Are the farmer producer groups empowered to demand regular and need-based extension service from extension agents?
- Do the farmer producer groups have increased access to financial services?
- Have the farmer producer groups benefitted by the match-making workshops, in gaining access to inputs, financial services and output market opportunities?
- Do the government extension agents recognize the benefits of working with the farmer producer groups?

- Do the government extension agents use the basic ICT and/or ICT apps for improved service provision to the farmers?
    - Will they continue using the ICT apps beyond the life of the project?
    - What are the constraints to this practice being sustainable?
- Has the project's approach of extension agents' capacity building been effective to enable extension service delivery to meet farmers' information needs?
- Do the farmer leaders recognize the importance of ICT in gaining and disseminating extension knowledge for farmers?
- What has been the effectiveness of the program in targeting women and empowering them?
- How effective has the project been in ensuring better extension services for women farmers? Has it taken into account their needs accordingly?
- How effective are the farmer leaders (two Farmer Leaders and one ICT Leader) in leading the group on specific functions and further disseminating the information/knowledge gained by TOT, to the FPG members?

*Sub Award Effectiveness*
*CARE*

- Is the project receiving regular progress reviews and recommended actions from the CARE team?
- Have project field staff received required guidelines and capacity building from CARE team?
- What has been done for ensuring gender sensitivity of the project, as planned in the sub award?
- How are CARE's activities for the project being monitored to ensure effective partnership?
- Recommendations to improve CARE's support to ultimately improve project effectiveness and efficiency?

*mPower*

- Is the project receiving mPower support through the development of appropriate ICT approaches and apps that can be introduced to extension services and farmers?
- Is the ICT strategy adequate for achieving both Component 2 and overall project objectives related to ICT?
- Have project staff received required ICT orientation and capacity building trainings from the mPower team?
- How are mPower's activities for the project being monitored to ensure effective partnership?
- Recommendations to improve mPower's support to the project to improve project effectiveness and efficiency?

*Impact:*

- What have been the achievements of activities implemented under AESA to date?
- Are there any early signs of impact visible throughout the project areas?
- How are gender and nutrition activities contributing to program achievements?

- Are there any externalities or unintended consequences related to implementation of AESA that the project should consider?

*Sustainability:*

- Are the processes, systems, and programs in place to ensure that the results and impact of AESA activities will be sustainable?
- Does AESA have an exit strategy planned and being implemented? Describe for beneficiaries and partners.
- Has AESA been able to develop institutional capacity of its implementing partners?
- What evidence has there been of the Government of Bangladesh and other partners taking ownership of AESA activities?
- What obstacles exist for achieving sustainability and what measures should be taken to increase sustainability?
- Is there evidence of replication of the AESA approach?
    - Will smallholder farmers continue using collective action / working in groups as a way to meet ag related needs?
    - Will SAAOs, farmers and other stakeholders use ICT apps and approaches to meet some of their technical information needs?
    - Will DAE adopt the use of Ag Extension Service Centers to their ag extension service delivery system?

*Synergy with other USAID and Donor Funded Programs.*

- How effectively has AESA coordinated with other donors, USAID/FTF projects, non FtF projects and relevant government ministries and departments– the Ministry of Agriculture (DAE and AIS) and the Ministry of Fisheries and Livestock (DoF, DLS)- and other relevant public and private agencies?

*Performance Measurement Systems*

Measuring program impact requires the existence of sound performance management systems at the level of individual partners as well as at the level of program management. The evaluation should investigate whether systems have been established internally for tracking, monitoring, and reporting results attributable to AESA activities, and whether these systems are effective and utilize independently verifiable information.

- Do performance management systems at all levels effectively measure program output/outcome?
- Are the indicators being used by USAID and the project meaningful?
- Do indicators create positive/negative incentives for implementing partners?

*Other:*

- Are there other concerns by the program stakeholders (GOB, other beneficiaries), not mentioned above, that the project should be aware of?

The evaluation team will be able to seek clarification on any of these evaluation questions during an initial Team Planning Meeting. If required, the project may reform some of these questions based on discussions with the Team.

## V. METHODOLOGY FOR MID-TERM EVALUATION

During the evaluation team's first meeting with the project, a list of key questions and issues to be addressed should be developed. The evaluation team should work in close coordination with the AESA project. The evaluators should collect data and information supported by valid evidence. The method should be both qualitative and quantitative and approach would be participatory. Wherever applicable, questionnaires should be developed and shared with the project for final approval.

For each of the evaluation questions, the data collection and analysis method should be described using an Evaluation Design Matrix. This will include details on how focus group interviews will be transcribed and analyzed; what procedures will be used to analyze qualitative data from key informant and other stakeholder interviews; and how the evaluation will weigh and integrate qualitative data with quantitative data from the Monitoring and Evaluation (M&E) plan and project performance monitoring records.

The evaluation methodology should yield gender disaggregated data and reflect attention to gender relations such as the participation of women in group leadership, farmer training, market linkage etc. Methodological strengths and weaknesses should be explicitly described in the evaluation report.

In completing this SOW, the evaluation team shall perform the following activities:

- Complete pre-travel information gathering: Gather and review existing relevant background information related to extension service provision and food security in Bangladesh and begin identifying organizations and donors involved in the sector.

- The evaluation team should use in-person interviews, sample surveys through field visits, direct observations, comparative evaluation designs, literature review, key interviews, and analysis of existing data to answer the evaluation questions. The team will:
    - Meet with relevant project and USAID staff to get a solid understanding of program objectives under its current and planned interventions;
    - Hold meetings with relevant government agencies, donors and other organizations including civil society and the private sector;
    - Conduct key interviews with targeted stakeholders. Stakeholders will be identified in consultation with the project;
        i. Interview stakeholders and beneficiaries
        ii. Interview implementing partners at field level
    - Conduct targeted field visits in order to conduct sample surveys, and collect the relevant performance information;
    - Continue reviewing assessments and reports related to extension service provision and food security in Bangladesh

The evaluators will analyze the data and information collected and identify correlations, major

trends and issues. The basic unit of analysis will be data and information collected by the evaluation team.

## VI.EXISTING SOURCES OF INFORMATION:

The evaluation team should consult a broad range of background documents apart from project documents provided by AESA. The evaluators will review existing documents, reports and data to build their evaluation report. The project will make the documents available. The documents reviewed by evaluators must include the following:

- The Cooperative Agreement between USAID/Bangladesh and Dhaka Ahsania Mission and relevant modification/s
- Sub award agreements with the technical partners, CARE and mPower
- Program Description
- M&E plan of AESA project
- Value chain Study conducted by CARE
- Input Market need assessment by CARE
- Input and Output Market Analysis by CARE
- ICT Baseline survey by mPower
- ICT Strategy by mPower
- Gender Strategy by CARE
- Project quarterly and annual reports
- Project Annual Implementation Plans (Years 1, 2 and 3)
- Project Area Map
- DQA reports (if any)
- USAID/Bangladesh Country Development Cooperation Strategy 2011-16 (Public version)
- USAID Bangladesh DO:2 PMP

## VII. DELIVERABLES

All deliverables are internal to AESA and the Evaluation Team unless otherwise instructed by AESA. Evaluation deliverables include:

**Evaluation Team Planning Meeting:** Essential in organizing the team's efforts. During the meeting, the team should review and discuss the SOW in its entirety, clarify team members' role and responsibilities, work plan, develop data collection methods, review and clarify any logistical and administrative procedures for the assignment and instruments and to prepare for the in-brief with AESA.

**Work Plan:** The Contractor will prepare a detailed work plan that includes task, timeline, methodology, outlining approach to be used in answering each evaluation question, team responsibility, document review, key informant and stakeholder meetings, site visits, survey implementation, travel time, debriefings (for AESA, implementing partner and, if decided, USAID and stakeholders), draft and final report writing. The work plan will include a data analysis plan. The work plan will be submitted to the Head of M&E, AESA for approval no later than the fifth day after commencement of the evaluation.

**In-brief Meeting:** In brief with AESA: Within two working days of international team members' arrival in Bangladesh;

**Evaluation Design Matrix:** A table that lists each evaluation question and the corresponding information sought, information sources, data collection sources, data analysis methods, and limitations. The matrix should be finalized and shared with AESA Head of M&E before evaluation field work starts. It should also be included as an annex in the evaluation report.

**Data Collection Instruments:** Development and submission of data collection instruments to AESA during the design phase and after the evaluation is completed;

**Regular Updates:** The Evaluation Team Leader will brief the AESA COP and Head of M&E on progress with the evaluation on at least a weekly basis, in person or by electronic communication. Any delays or complications must be quickly communicated to AESA as early as possible to allow quick resolution and to minimize any disruptions to the evaluation. Emerging opportunities to strengthen the evaluation should also be discussed with AESA as they arise.

**Preliminary Draft Evaluation Report*:*** The Contractor will submit a Preliminary Draft Evaluation Report to the AESA COP and Head of M&E five working days before the project debriefing. Within three working days after receipt, AESA staff will provide preliminary comments prior to the debriefing.

**Debriefing with AESA:** The Contractor will present the major evaluation findings to DAM and its technical partners, CARE and mPower through a PowerPoint presentation. The debriefing will include a discussion of achievements and issues as well as any preliminary recommendations. The team will consider AESA comments and incorporate them in the Draft Evaluation Report.

**Debriefing with Stakeholders:** The team will present the major findings from the evaluation to AESA stakeholders (USAID, GOB, others as defined by AESA) through a PowerPoint presentation prior to the team's departure from the country. The debriefing will include a

discussion of achievements and activities only, with no recommendations for possible modifications to project approaches, results, or activities. The team will consider stakeholder comments and incorporate them appropriately in drafting the evaluation report.

**Draft Evaluation Report** - A draft report on the findings and recommendations should be submitted to AESA 10 days after departure of international team member from Bangladesh. The written report should clearly describe findings, conclusions, and recommendations. The report should answer all the evaluation questions and the structure of the report should make it clear how the questions were answered. The draft report must meet the criteria set forth under the Final Report section below. AESA will provide comments on the draft report within 10 working days of submission.

**Final Evaluation Report*:*** The Contractor will submit a Final Evaluation Report that incorporates AESA comments and suggestions no later than five working days after AESA provides written comments on the Draft Evaluation Report. The format of the final report is provided below. The report will be submitted in English, electronically. The final report should meet the following criteria to ensure the quality of the report:

- The evaluation report should represent a thoughtful, well-researched and well organized effort to objectively evaluate what worked in the project, what did not and why.
- Evaluation report shall address all evaluation questions included in the scope of work.
- The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline need to be agreed upon in writing by the AESA COP and Head of M&E.
- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex in the final report.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, etc.).
- Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
- Sources of information need to be properly identified and listed in an annex.
- Recommendations need to be supported by a specific set of findings.
- Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

The format of the final evaluation report should strike a balance between depth and length. The report will include a table of contents, table of figures (as appropriate), acronyms, executive summary, introduction, purpose of the evaluation, research design and methodology, findings, conclusions, lessons learned and recommendations. Where appropriate, the evaluation should utilize tables and graphs to link with data and other relevant information. The report should include, in the annex, any dissenting views by any team member or by AESA on any of the findings or recommendations. The report should not exceed 30 pages, excluding annexes. A second version of this report excluding any potentially procurement-sensitive information will be submitted (also electronically, in English) to AESA for dissemination among stakeholders.

All quantitative data, if gathered, should be (1) provided in an electronic file in easily readable format; (2) organized and fully documented for use by those not fully familiar with the project or the evaluation; (3) owned by DAM and made available to the public barring rare exceptions. A thumb drive with all the data could be provided to the Head of M&E, AESA.

The final report will be edited and formatted by the Contractor and provided to AESA 5 working days after the project has reviewed the content and approved the final revised version of the report.

## VIII. TECHNICAL DIRECTION:

The Evaluation team will work under the guidance and general direction of the AESA Head of M&E, Shafinaj Rahman.

## IX. EVALUATION TEAM COMPOSITION

The team should include one international and three local consultants. The former should bea specialist with some of the following areas of expertise: agricultural extension system, value chain design and implementation, extension capacity building, project evaluations and assessments, agriculture and food security. The local consultants should have an excellent understanding of agricultural extension system (public and private) in Bangladesh and experienced in agriculture and capacity building project evaluations in Bangladesh. Preferably, the three local consultants will have complementary experience and backgrounds including: a community development specialist with supply/value chain experience, an ag extension specialist, and an ICT4D specialist.

**Team Leader (Evaluation Specialist)**:

The team leader should have a post graduate degree in agricultural economics, agribusiness management or an applicable social sciences field. The Team Leader should have experience in leading evaluation teams, especially for agricultural extension support or capacity building projects, and preparing documents that are objective, evidence-based, and well organized. S/he should have extensive experience in conducting quantitative and qualitative evaluations and

strong familiarity with agricultural extension capacity building. The Team Leader should be familiar with USAID regulations and systems including Feed the Future performance monitoring guidance, gender policies and guidance, project management, budgeting, and financial analysis and reporting. Experience in international donor development program management and overseeing multiple program areas simultaneously is preferred. Excellent oral and written skills in English are required. Relevant experience in Bangladesh or South Asia preferred.

The Team Leader will provide overall leadership for the team, and s/he will finalize the evaluation design, coordinate activities, arrange periodic meetings, consolidate individual input from team members, and coordinate the process of assembling the final findings and recommendations into a high quality document. S/he will lead the preparation and presentation of the key evaluation findings and recommendations to the AESA team and other major partners.

**Community Development Specialist:**

The Community Development Specialist should have a Bachelor's degree in an applicable field. S/he will be a Bangladeshi national with a minimum of 10 years of experience in areas of community development and collective action, preferably with a focus on agriculture / livelihoods. S/he will have excellent understanding of the developments in the community development through collective action approaches in the context of rural Bangladesh. Familiarity with USAID regulations and systems including Feed the Future performance monitoring guidance, evaluation guidance and project management is preferred.

The Community Development Specialist will support the Team Leader, serving as a "local resource person" on community development/ collective action in Bangladesh.

S/he will participate in team meetings, key informant interviews, group meetings, site visits, and draft the sections of the report relevant to his/her expertise and role in the team. S/he will also participate in presenting the report to AESA or other stakeholders and be responsible for addressing pertinent comments.

**Extension Capacity Building Specialist:**

The Extension Capacity Building Specialist must have a Bachelor's degree in agricultural economics, agriculture, public administration or any other applicable field. S/he will be a Bangladeshi national with a minimum of 10 years of experience in areas of extension capacity building in Bangladesh, agricultural production – hopefully with a number of the six project value chains, evaluation of public sector capacity building projects in Bangladesh. S/he will have excellent understanding of the developments in the agricultural extension system worldwide, gaps in public and private sector agricultural extension system of Bangladesh, opportunities to fill those gaps, work system and culture of Bangladesh agricultural extension system. Familiarity with USAID regulations and systems including Feed the Future performance monitoring guidance, evaluation guidance and project management is preferred.

The Extension Capacity Building Specialist will support the Team Leader, serving as a "local

resource person" on extension system in Bangladesh.

S/he will participate in team meetings, key informant interviews, group meetings, site visits, and draft the sections of the report relevant to his/her expertise and role in the team. S/he will also participate in presenting the report to AESA or other stakeholders and be responsible for addressing pertinent comments.

**ICT4D Specialist:**

The ICT4D Specialist should have a Bachelor's degree in agricultural economics, agriculture, computer science or any other applicable field. S/he will be a Bangladeshi national with a minimum of 10 years of experience with a number of the project targeted value chains and in areas of use of ICT in agriculture, development of ICT tools for agricultural extension system, evaluation of ICT based projects in Bangladesh. S/he will have excellent understanding of the developments in the e-agriculture worldwide, gaps in public and private sector agricultural extension system of Bangladesh, opportunities to fill those gaps. Familiarity with USAID regulations and systems including Feed the Future performance monitoring guidance, evaluation guidance and project management is preferred.

The ICT4DSpecialist will support the Team Leader, serving as a "local resource person" on use of ICT in Agriculture in Bangladesh.

S/he will participate in team meetings, key informant interviews, group meetings, site visits, and draft the sections of the report relevant to his/her expertise and role in the team. S/he will also participate in presenting the report to AESA or other stakeholders and be responsible for addressing pertinent comments.

**Conflict of Interest**

All evaluation team members will provide a signed statement attesting to a lack of conflict of interest, or describing an existing conflict of interest relative to the project being evaluated. AESA will provide the conflict of interest forms.

## X. LEVEL OF EFFORT (LOE)

Below is an estimate of the evaluation level of effort (LOE).

| **Level of Efforts of Team Members by Task Deliverables** | | |
|---|---|---|
| **Task/Deliverable** | **Duration / LOE** | |
| | **Team Leader** | **Technical Specialists** |
| Review background documents and offshore preparation work | 4 days | 3 days |

| | | |
|---|---|---|
| Travel to Bangladesh | 2 days | |
| Team Planning meeting and meeting with AESA | 2 days | 2 days |
| Development of Evaluation Work Plan (concurrent with document review and initial meetings) | 2 day | 2 day |
| Information and data collection. Includes interviews with key informants (stakeholders and AESA staff) and site visits | 15 days | 15 days |
| Discussion, analysis, and draft evaluation report in country including discussion with AESA**(preliminary draft report due to AESA)** | 10 days | 10 days |
| AESA provides preliminary comments prior to the debriefing | | |
| Debrief meetings with AESA | 1 day | 1 day |
| Debrief meetings with key stakeholders | 1 day | 1 day |
| Team Leader meets with Technical Specialists and AESA to synthesize findings/discussion | 1 day | 1 day |
| Depart Bangladesh/Travel to U.S. | 2 days | |
| AESA provides written comments on draft report | | |
| Team revises draft report and **submits final draft to AESA** | 10 days | 5 days |
| AESA completes final review | | |
| Editing and formatting of report and completed final report submitted to AESA (one month) | 10 days | |
| **AESA accepts final report** | | |
| **Total Estimated LOE** | **60 days** | **40 days (3 people)** |

## XI. SCHEDULING AND LOGISTICS

### Funding and Logistical Support

The Evaluation team will be responsible for all off-shore and in-country administrative and logistical support, including identification and fielding appropriate local staff. They will take care of arranging and scheduling meetings, international and local travel, hotel bookings, working/office spaces, computers, printing, and photocopying. AESA field staff may assist to arrange field visits in the project area.

The evaluation team should be able to make all logistic arrangements, including the vehicle arrangements, for travel within and outside Dhaka and should not expect any logistic support from the AESA. The team should also make their own arrangements on space for team meetings, and equipment support for producing the report.

**Scheduling**

Work is to be carried out over a period of approximately 10-12 weeks, beginning in August, 2015, with field work completed in September, 2015 and final report and close out concluding October 2015.

A six-day work week (Saturday-Thursday) is authorized for the evaluation team while in Bangladesh. The evaluation team will submit a work plan as part of the evaluation methodology proposal with timeline and develop a Gantt chart displaying the time periods during which activities occur.

Pre-departure arrangements should include: travel approval; airline tickets; visa; lodging; work facility and vehicle transport arrangements; dates for meetings with AESA and key contacts; in-country travel agenda; and accommodations.

## XII. REPORTING REQUIREMENTS

The total pages, excluding references and annexes, should not be more than 30 pages. The following content should be included in the report:

1. Table of Contents
2. Executive Summary
3. Introduction
4. The Development Problem and AESA's Response
5. Purpose of the Evaluation
6. Methodology
7. Findings/Conclusions
8. Recommendations
9. Lessons Learned
10. Annexes –to include statement of work, documents reviewed, evaluation methods, data generated from the evaluation, tools used, interview lists and tables. References**,** including bibliographical documentation, meetings, interviews and focus group discussions, must be included as an annex. Annexes should be succinct, pertinent and readable. Should also include if necessary, a statement of differences regarding significant unresolved difference of opinion by funders, implementers, or members of the

evaluation team on any of the findings or recommendations. The Evaluation Design Matrix (methodology for each question) must be presented as an annex to the report.

An electronic copy of the report should be submitted to Head of M&E, AESA at each step – preliminary draft, final draft, accepted. In addition, a printed hard copy of the finally accepted report should be mailed to AESA office, Dhaka.