CocoaAction End of Program Assessment: Request for Proposals

I. INTRODUCTION

Organization Background

Established in 2000, the World Cocoa Foundation (WCF) is the world’s leading organization for cocoa sustainability. The long-term goals of WCF are set out in our new strategy:

- Prosperous cocoa farmers become truly sustainable and profitable, with transformation of traditional smallholder farming into modern business that deliver sustainable livelihoods for farmers and their families;
- Empowered cocoa-growing communities lead their own development, human rights are protected, and safety and wellbeing of children and families are strengthened; and
- A healthy planet is conserved and enhanced, with resilient and biodiverse landscapes in cocoa geographies, and the carbon footprint of the sector is reduced.

WCF works in six areas:

1. Convene cocoa and chocolate industry in collective action – to build an aligned, motivated, and knowledgeable membership engaged in collective action;
2. Facilitate multi-stakeholder partnerships – to engage and leverage the knowledge, financing, skills, and power of different stakeholders to jointly identify and solve key sustainability challenges in the cocoa sector;
3. Facilitate industry engagement in policy dialogue with government – to identify and address key barriers in the enabling business and policy environment in cocoa producing countries;
4. Promote industry learning, knowledge sharing, and monitoring and evaluation – in order to identify industry-wide lessons learned and good practices to accelerate science, innovation and impact within companies and across the sector, and strengthen transparency and accountability of industry results and performance;
5. Help mobilize resources from development partners and financial and capital market institutions – to leverage the additional financing that industry will require to successfully implement collective action initiatives; and
6. Communicate industry investment and impact and manage reputational risks – to showcase industry’s sustainability efforts and results while identifying and proactively managing risks, particularly related to human rights and environment.

CocoaAction Background

WCF serves as the Secretariat for CocoaAction, a voluntary industry-wide strategy that aligns nine of the world’s leading cocoa and chocolate companies (Barry Callebaut Group; Blommer Chocolate Company; Cargill Cocoa & Chocolate; The Ferrero Group; The Hershey Company; Mars, Incorporated; Mondelēz International, Inc.; Nestlé; and Olam International), origin governments, and key stakeholders on regional priority issues in cocoa sustainability.
CocoaAction was designed to convene the sector to build an economically viable and sustainable cocoa industry by:

- Aligning on priority issues;
- Enabling scale through common interventions and an agreed upon framework for measuring results;
- Employing a holistic focus on the farmer and his or her community;
- Sharing best practices and failures through ongoing learnings; and
- Working closely with the governments of cocoa producing countries and other key stakeholders.

Launched in 2014 and running through 2020, CocoaAction’s vision is a transformed cocoa sector that offers a profitable way of life for professionalized and economically empowered cocoa farmers and their families, while providing a significantly improved quality of life for cocoa growing communities.

To accomplish this ambitious goal, the strategy organizes activities, which companies implement in alignment, through two packages: the productivity package and the community development package. CocoaAction also established a common results measurement framework and key performance indicators (KPIs) to allow WCF to measure progress and support learning related to the CocoaAction strategy.

Data submitted by all nine CocoaAction companies has been collected annually since 2016 and aggregated by WCF to enable CocoaAction companies to better understand their impact, promote accountability, and inform areas for further research and learning.
Data collected includes information on farmer demographics, farm size and yields, data related to cocoa production practices, and basic information on community names and locations. Companies also reported on any activities and interventions related to twelve indicators on the output level (four on the productivity side and eight on the community side), fourteen indicators on the 2020 outcome level (three on the productivity side and eleven on the community side) and one indicator per programmatic area on the long-term outcome level. There was no baseline or midline study conducted for CocoaAction.

**Key Program Events:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>May 2014</td>
<td>CocoaAction launched with the signing of Memorandums of Understanding with the governments of both Côte d’Ivoire and Ghana</td>
</tr>
<tr>
<td>2015</td>
<td>CocoaAction Results Framework finalized</td>
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<tr>
<td>February 2017</td>
<td>Learning Meeting held in Ghana</td>
</tr>
<tr>
<td>July 2018</td>
<td>Learning Meeting held in Côte d’Ivoire</td>
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**Purpose, Objectives, & Learning Questions**

The purpose of the end of program assessment is to:

- Identify and understand whether the delivery of CocoaAction was done in the most relevant, effective, efficient, and sustainable way.
- Identify, summarize, and learn from the relevant successes and failures that are associated with the delivery of CocoaAction and result from collective action strategies such as CocoaAction. The learning will be used to inform the design of future strategies and interventions and ongoing member delivery of cocoa sustainability programs.

**Assessment Criteria Definitions**

- **Relevance:** The extent to which the objectives of an intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and companies’ policies.
- **Effectiveness:** The extent to which the intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.
- **Efficiency:** A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
- **Sustainability:** The continuation of benefits from an intervention after program has been completed.

There is no baseline data to compare CocoaAction results with, so the end of program assessment will not be able to determine the impact of CocoaAction. However, this assessment will focus instead on 1.) summarizing the data and results reported in 2017-2019 and 2.) reviewing the implementation processes and procedures according to the relevance,
effectiveness, efficiency, and sustainability of initiative delivery from the point of view of participating stakeholders.

To this end, the objectives and learning questions for the end of program assessment are:

1. **CocoaAction Strategy and Monitoring & Evaluation (M&E)**
   - Identify the lessons learned (successes, challenges) around internal CocoaAction governance processes and procedures, stakeholder engagement, decision making on initiative design, implementation, course correction, and knowledge management that can be used for other initiatives and to inform the WCF strategy.
     - Learning questions:
       - How was the CocoaAction strategy designed? Who were the actors and stakeholders involved and what were their roles? What worked well and what could have been improved to set the strategy up for success (both in implementation and in measuring of tangible results)?
       - How did CocoaAction ensure that the design of the initiative and resulting interventions were relevant to different stakeholders needs (farmers, farmer-based organizations / coops, Governments, etc.)
       - What were the strengths and weaknesses of the governance and decision-making process of CocoaAction?
       - What and how were the accountability mechanisms of CocoaAction used to encourage progress and results?
       - How were the interventions standardized and coordinated, and how did this lead to efficiency and impact?
       - What were the strengths and weaknesses of CocoaAction’s engagement with stakeholders? Did it build networks, share learnings, encourage collaboration, convene partners, create trust, etc.?
   - Assess the M&E system design and procedures for implementation, data collection, data management, verification, reporting, learning, etc.
     - Learning questions:
       - What are the key results from the CocoaAction data set and annual reports?
       - What are the strengths and weaknesses of the complete Monitoring, Evaluation, & Learning (MEL) processes and procedures from end to end for CocoaAction?
       - What are the strengths and weaknesses of the Results Framework, KPIs, and reports? How was the Results Framework designed? Were the indicators “fit for purpose” for the CocoaAction strategy?
2. Government Engagement

- Assess how effectively WCF and member companies worked with origin and consuming countries’ governments
  - Learning questions:
    - How were origin and consuming countries’ governments involved and included in the design of the strategy? What was their sense of ownership? What were the successes and challenges in how this was done?
    - How did origin and consuming countries’ governments understand the vision, goals, implementation, and their role in CocoaAction?
    - How were challenges faced and discussed with origin and consuming countries’ governments? What were the results and outcomes of these discussions?

3. Sustainability Capacities & Influence

- Document how CocoaAction has inspired CocoaAction companies and other companies in the cocoa sector to increase and adopt more sustainability work in their supply chains.
  - Learning questions:
    - What did CocoaAction companies shift and integrate into their sustainability programs daily operations as a result of CocoaAction?
    - How did CocoaAction inspire others (external partners, governments, initiatives, donors, etc.) to increase their work and efforts towards cocoa sustainability?
    - How did other WCF members (those that were not part of CocoaAction) benefit from CocoaAction? How did CocoaAction influence their sustainability programs / efforts?
What did CocoaAction member companies do as a result of CocoaAction to increase their capacity to implement sustainability programs? M&E?

What did origin governments do as a result of CocoaAction to increase their capacity and support to farmers /cocoa communities around core CocoaAction sustainability issues (productivity, child labor, etc.)?

Document how CocoaAction has influenced the sustainability work in other sectors and supply chains (coffee, timber, etc.)
  - Learning questions:
    - How did other companies and stakeholders increase or shift their sustainability work due to the example set by CocoaAction?
    - How did CocoaAction inspire others to increase their work and efforts towards sustainability of their sector?

It is possible that in the process of collecting data and gathering information, the evaluator will identify additional questions or areas that should be investigated qualitatively. There will be flexibility to add these questions.

Methodology Guidance

The evaluation should use a mixed methods approach. It should include a desk review of the CocoaAction data sets and annual reports, interviews, and desk top research.

**Deliverables**

<table>
<thead>
<tr>
<th>PHASE</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>Scoping / Preparation</td>
<td>1. Final evaluation work plan including plans for desk review of data sets and annual reports, interviews, and desk top research.</td>
</tr>
<tr>
<td>Desktop research and interviews</td>
<td>1. Desktop review and research for objectives 1 and 2 completed</td>
</tr>
<tr>
<td></td>
<td>2. Interviews with CocoaAction companies and Partners (including Board members, Technical Working Committee members, and Work Stream members), origin governments, implementing partners (including productivity program, community development program, and data collection partners), other relevant partners (including the International Cocoa Initiative, the Sustainable Trade Initiative, the University of Reading, etc.), WCF staff, etc. completed.</td>
</tr>
<tr>
<td>Analysis and reporting</td>
<td>1. Complete analysis done</td>
</tr>
<tr>
<td></td>
<td>2. Draft final evaluation report</td>
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<td></td>
<td>3. Final evaluation report and accompanying PowerPoint</td>
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Final Report Format
The final report will be a comprehensive report written in English and will not exceed 40 pages. It will include:

- Executive summary (2 pages)
- Background (brief)
- Evaluation purpose and objectives
- Methodology
- Findings by objective related to each evaluation question
- Discussion and conclusions
- Recommendations prioritized based on their potential impact and their feasibility
- Annexes

Final Presentations

The final report written in MS Word will be accompanied by a PowerPoint presentation that describes the evaluation design, key findings, and recommendations. This should include photos, graphics and tables as appropriate to be relevant for general audiences.

II. CONTRACT MECHANISM AND TERMS OF PAYMENT

WCF anticipates awarding a Consulting Service Agreement to an offeror. Final scope of work, budget, and payment terms will be negotiated as part of the award process. The main contractor will be responsible for all activities of any contracted sub-contractors. The role and expertise of any sub-contractor should be clearly identified in the proposal.

III. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

Instructions for Proposal Preparation

WCF will evaluate Offerors based on their written technical and cost proposals. Each offer will be evaluated according to the criteria set forth below. Failure to comply with the specifications and instructions outlined in this RFP may cause the offeror’s proposal to be removed from consideration. Offerors must provide the following:

1. Technical proposal
   A detailed technical proposal explaining how the Offeror intends to conduct the assessment.

2. Management Plan
   A detailed management plan explaining how the Offeror intends to plan the work, coordinate activities, and liaise with CocoaAction member companies and other stakeholders. Please include the evaluation timeline (proposed work plan). The approximate period of performance will be from July 15, 2020 – October 15, 2020.

3. Capacity and Technical Experience Statement
   Demonstrate the Offeror’s capacity and technical experience by providing the following:
   a. Description of the firm
   b. Capabilities statement of the relevant capacities of the firm, including knowledge, skills, infrastructure, and relationships
c. Relevant experience in conducting evaluations of similar scope and geography
d. Proposed project partners/subcontractors (if any)

4. **Project Staffing**
Identify the project staff and the percentage of time each will spend on this evaluation. Include a short bio for each key personnel. Explain how project staff meet the following requirements:
   a. Extensive experience in evaluation of agricultural commodity, value chain and sustainability programs and designing and leading evaluations;
   b. Strong explanatory evaluation experience and knowledge of qualitative evaluation methodologies and analyses, including evidence of success in completing similar evaluations in terms of size, design, and rigor;
   c. Knowledge of the cocoa industry in Côte d’Ivoire and Ghana either directly or through subcontractors/partners.

5. **Cost Proposal**
Offerors will submit a proposed budget in U.S. Dollars with sufficient detail to allow evaluation of elements of costs proposed. It should also be broken into phases. The estimated budget range for this project is $75,000 – $100,000.

6. **References**
Please include three client references with contact information for references who have worked with the Offeror within the past five years in connection with countries and if possible, subject matter applicable to this RFP.

**Instructions for Proposal Submission**
The technical and cost proposals should be sent via email and clearly identified with the Offeror’s Name and the RFP number.

1. All submissions must be received no later than the 11:59 EST on July 3, 2020. All files should be sent to Victoria Woolner at victoria.woolner@worldcocoa.org.
2. Please submit any questions related to this RFP to the following individuals:
   - For technical questions: Michael Matarasso at Michael.matarasso@worldcocoa.org and Victoria Woolner at Victoria.woolner@worldcocoa.org.
   - For contractual questions: Anita Bhatt at anita.bhatt@worldcocoa.org, Michael Matarasso at Michael.matarasso@worldcocoa.org and Victoria Woolner at Victoria.woolner@worldcocoa.org.
3. WCF will not compensate Offerors for their preparation of responses to this RFP.

**IV. CRITERIA FOR EVALUATION**
WCF will evaluate proposals based on a best value determination; thus, offerors should propose their most competitive price proposal. Evaluation criteria are as follows:
<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Maximum Score</th>
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</thead>
<tbody>
<tr>
<td><strong>Technical Approach</strong></td>
<td></td>
</tr>
<tr>
<td>Overall understanding of TOR - Scope, tasks, deliverables (10 points)</td>
<td>30</td>
</tr>
<tr>
<td>Methodology (20 points)</td>
<td></td>
</tr>
<tr>
<td><strong>Management Approach</strong> – Overall management approach and plan for coordinating with WCF, partners/subcontractors, and CocoaAction companies</td>
<td>20</td>
</tr>
<tr>
<td><strong>Organizational Capacity/Previous Experience</strong>- Requisite skills, capacity, knowledge, and partners (if needed)</td>
<td>15</td>
</tr>
<tr>
<td><strong>Qualifications, experience, level of effort of team</strong>- Technical skill sets (including language), professional qualifications, adequate staffing model</td>
<td>10</td>
</tr>
<tr>
<td><strong>Past Performance/References</strong>- Conducted similar assignments in the past, excellent references</td>
<td>10</td>
</tr>
<tr>
<td><strong>Cost</strong> – Reasonableness of cost proposal and overall value for the price</td>
<td>15</td>
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<tr>
<td><strong>Total</strong></td>
<td>100</td>
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V. **SOLICITATION PROCESS**

Offerors must submit a formal proposal according to the instructions outlined in Section IV. WCF will review and rate all proposals according to the evaluation criteria described above. WCF will also evaluate cost proposals for reasonableness and reflection of clear understanding of project requirements. A contract with a final scope of work and budget will be negotiated with the preferred Offeror.

VI. **TERMS AND CONDITIONS**

A. Late Submissions
Proposals received after the submission deadline may not be considered. It is the responsibility of the Offeror to ensure that their proposal is received on time and is in compliance with the requirements stated in this RFP. A late offer will only be considered if it is in the best interest of WCF to do so.

B. Modification of RFP
WCF reserves the right to terminate the RFP or modify the requirements upon written notification via email to Offerors.

C. Withdrawal of Proposals
Proposals may be withdrawn by written notice via email at any time before the award by an authorized representative of the Offeror.

D. Right of Negotiation and Acceptance of Proposal
WCF reserves the right to award any or none of the submitted proposals. No commitment is made, either expressed or implied, to compensate Offerors for costs incurred in the preparation and submission of their proposal.
WCF also may reserve the right to waive any minor discrepancies in a proposal. WCF also reserves the right to issue an award without discussion, and to enter negotiations with any responsive Offeror for all or part of the proposed scope.

E. Intellectual Property Rights
All tangible and intangible property created or acquired under this contract shall be exclusive property of WCF. The term “property” includes all data and reports associated with this engagement.

VII. ATTACHMENTS

Appendix A: Project Documents (to be linked)