



# Commercialization of Aquaculture for Sustainable Trade (CAST) Cambodia

Request for Proposals (RFP) to assess the freshwater fish value chain for ASA/WISHH's Food for Progress (FFPr) project in Cambodia

## Overview

RFP NUMBER: FFPR18-RFP-02-2019

RFP ISSUANCE DATE: June 19<sup>th</sup>, 2019

QUESTIONS DUE: June 26<sup>th</sup>, 2019 – 5:00 PM CDT

PROPOSALS DUE: July 10<sup>th</sup>, 2019 – 5:00 PM CDT

The American Soybean Association's (ASA) World Initiative for Soy in Human Health (WISHH) program is posting this Request for Proposals (RFP) for a consultant/firm to conduct the Value Chain Analysis (VCA), hereafter referred to as the VCA, under the Food for Progress (FFPr) 2018 Project funded by the United States Department for Agriculture (USDA) and implemented by the Commercialization of Aquaculture for Sustainable Trade (CAST) project in Cambodia.

ASA/WISHH invites proposals to be submitted electronically on or before the date and time specified above. Submissions should be sent via email to [aleefers@soy.org](mailto:aleefers@soy.org).

All submissions should identify the RFP number: FFPR18-RFP-02-2019 and the name of your organization in the subject line.

## RFP Conditions

**Award:** This RFP does not commit the ASA/WISHH to award a contract or to pay any costs incurred in the preparations or submission of proposals, or costs incurred in making necessary studies for the preparation thereof or to procure or contract for services or supplies. The ASA/WISHH reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any of the vendors or other firms in any manner deemed to be in the best interest of the ASA/WISHH. The ASA/WISHH reserves the right to negotiate and award only a portion of the requirements; to negotiate and award separate or multiple contracts for the elements covered by this RFP in any combination it may deem appropriate, at its sole discretion to add new considerations, information or requirements at any stage of the procurement process, including during negotiations with vendors; and reject proposal of any vendor that has previously failed to perform properly or in a timely manner contracts of a similar nature, or of a vendor that, in the opinion of the ASA/WISHH, is not in a position, or is not sufficiently qualified, to perform the contract.

This RFP contains no contractual proposal of any kind, any proposal submitted will be regarded as a proposal by the vendor and not as an acceptance by the vendor of any proposal by the ASA/WISHH. No contractual relationship will exist except pursuant to a written contract document signed by the authorized procurement official of the ASA/WISHH and by the successful vendor(s) chosen by the ASA/WISHH.

**Submission of Questions:** All questions regarding the preparation of proposals must be submitted in writing (by e-mail) to Austin Leefers at [aleefers@soy.org](mailto:aleefers@soy.org) no later than 5pm CDT on June 26<sup>th</sup>, 2019. A copy of all germane written questions and responses will be provided to all interested organizations by email on or shortly after Friday, June 28<sup>th</sup>, 2019. No questions will be answered over the phone or in person; all questions must be in writing and sent via email.

**Guiding Principles:** Consultants must conduct all activities for the VCA in an ethical manner. Evaluation activities should appropriately balance the desired creation of evidence with the protection of human subjects, including safeguarding the dignity, rights, safety, and privacy of participants. Evaluators are responsible for applying ethical principles in all stages of the VCA, and for raising and clarifying ethical matters with stakeholders during the course of the VCA.

**Conflict of Interest:** All team members must provide a signed statement attesting to a lack of conflict of interest, or disclosing any real or potential conflicts of interest.

**Non-Discrimination Statement:** ASA/WISHH prohibits discrimination against its customers, employees, and applicants for employment on the basis of race, color, national origin, age, disability, sex, gender identity, religion, reprisal, and where applicable, political beliefs, marital status, familial or parental status, sexual orientation or all or part of an individual's income is derived from any public assistance program or activity conducted.

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## Acronyms and Abbreviations

ASA	American Soybean Association
CAST	Commercialization of Aquaculture for Sustainable Trade
CE SAIN	Center of Excellence for Sustainable Agricultural Intensification and Nutrition
FAS	Foreign Agricultural Service
FFPr	Food for Progress
HORECA	Hotels, Restaurants, Caterers
KII	Key informant interview
KSU	Kansas State University
LOP	Life of project
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
QDA	Qualitative data analysis
RFP	Request for Proposals
SME	Small- to medium-sized enterprises
SPS	Sanitary-phytosanitary
TBD	To be determined
TOR	Terms of reference
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
VCA	Value Chain Analysis
WISHH	World Initiative for Soy in Human Health

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## **Section 1: Services Sought and Prices/Costs**

### ***1.1 Purpose***

The purpose of this RFP is to solicit applications from companies and/or individuals to conduct a Value Chain Study for ASA/WISHH's CAST project in Cambodia. CAST is a five-year USDA-funded project that was awarded in September 2018. The Value Chain Study will review secondary data and collect quantitative and qualitative Value Chain data and analyze the information in such a manner as to provide the ASA/WISHH and CAST team to select detailed information on which to build appropriate tactics and plan operational implementation.

The VCA team will be comprised of the lead consultant and his/her associates, and shall work in cooperation with CAST staff implementing partners in Cambodia and ASA/WISHH's CAST Project Director and Director of Monitoring & Evaluation (DME) in St. Louis, MO, USA.

### ***1.2 Period of Performance***

The expected Period of Performance of this contract is August 1<sup>st</sup> through October 31<sup>st</sup>, 2019.

### ***1.3 Budget***

The maximum budget for this exercise is \$65,000. Applicants should note that proposals will be scored for their financial competitiveness. Please see Table 3 for more information about ASA/WISHH's criteria for scoring proposals. The VCA award will be a Fixed Price Contract and all expenses must be compliant with Federal Travel Regulations (FTR), USDA Food for Progress regulations, and US Embassy/Phnom Penh guidelines.

## **Section 2: Background**

### ***2.1 About the Organization***

The American Soybean Association (ASA) was founded in 1920 by soybean farmers and extension workers to promote soy for high protein applications in developmental settings. Overseas activities initiated in the mid-1950s and to date ASA has worked in over 80 countries. The World Initiative for Soy in Human Health (WISHH) was founded in 2000 to expand the work of the American Soybean Association (ASA) in developing emerging markets to improve health, nutrition and food security—building the groundwork for future markets of soy. WISHH provides services in food technology, business development, nutrition services, and program and proposal development. WISHH expertise extends its network into additional areas, such as aquaculture and animal feed.

ASA/WISHH connects trade and development to strengthen agricultural value chains in emerging markets, creating trade and long-term demand for U.S. soy. Trade can improve lives worldwide for both farmers and consumers. U.S. soy trade in emerging markets is pivotal to improve accessibility, affordability, and acceptability of high-quality plant and animal-sourced proteins in developing economies. Rising incomes in emerging economies generate further opportunity for trade. ASA/WISHH builds opportunity for long-term trade by improving agricultural value chains, human and animal nutrition, and farmer net incomes. ASA/WISHH initiatives broadly fit in two arenas: (1) trade-building long-term, early-stage market

development, and, (2) trade-building international agriculture and economic development. The St. Louis-based Program operates in sub-Saharan Africa, Asia and Central America.

ASA/WISHH achieves its mission by working in close partnership with: (1) the public sector (e.g., USDA, USAID, U.S. land grant universities, and host country governments), (2) the private sector (e.g., trade associations: Qualified State Soybean Boards and U.S. Soybean Export Council), and (3) private voluntary organizations. The Program draws upon the resources and experience of these partners and the services of a cadre of ASA/WISHH consultants with technical expertise in agricultural, international and commercial development spheres.

ASA/WISHH relies on decades of experience in food commercial development and agricultural development programming. The Program takes pride in its growing portfolio of success with U.S. government-funded projects, including USDA (Food for Progress, McGovern-Dole, Global Broad-Based Initiative, Foreign Market Development, Market Access Program, Emerging Markets Program, and Quality Samples Program) and USAID funding in both prime and sub-recipient capacities. ASA/WISHH has also attracted both private sector and other complementary funding sources from various donors to build on and leverage core funding from Qualified State Soybean Boards.

## ***2.2 Project Description***

CAST Cambodia is a five-year program financed by the USDA and implemented by ASA/WISHH signed by both parties on September 27<sup>th</sup>, 2018. The project supports the USDA FFPr objectives of increased agricultural production and trade by increasing the use of improved agricultural techniques and technologies among target populations and improving linkages between buyers and sellers.

The two main objectives of CAST Cambodia are:

- Increase agricultural productivity in the freshwater aquaculture industry through improved inputs and practices; and
- Increase trade in Cambodian aquaculture, by volume and value.

These objectives will be supported by the following activities:

1. Capacity Building: Agricultural extension agents/services
2. Inputs: Develop agrodealers and/or other input suppliers
3. Training: Improved farm management
4. Training: Demonstration plots
5. Training: Sanitary and phytosanitary standards (SPS)
6. Capacity Building: Provide business development services
7. Capacity Building: Producer groups/cooperatives
8. Training: Improved marketing and branding
9. Market Access: Facilitate a traceability system for domestic aquaculture
10. Financial Services: Provide SME finance, technical assistance loans and grants

The program will focus on specific geographic areas. The provinces targeted by the program include: Siem Reap, Battambang, Pursat, Kampong Thom, Kampong Cham, Kandal, and Phnom Penh. These locations were selected not only for their high production potential and opportunity to

support expansion of high productivity systems, but also for their proximity to major markets with strong potential to capture future price premiums.

**2.3 Relevant Program Documents**

The Consultant will be expected to utilize available documents applicable to CAST Cambodia (e.g., Project-level Results Framework, Plan of Operations & Activities, Strategic Analysis) and display a good understanding of the goals and objectives of the project.

**Section 3: Statement of Work**

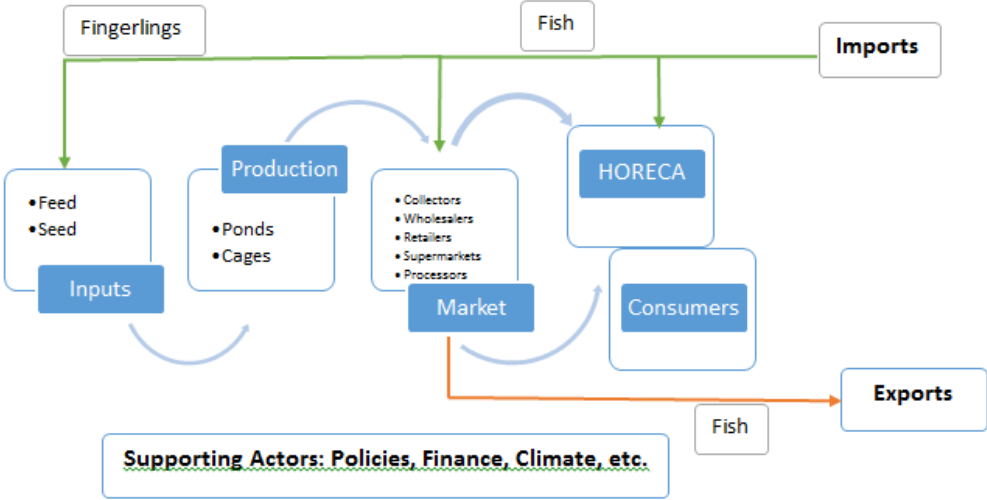
**3.1 Goals and Objectives**

ASA/WISHH is seeking the services of a third-party consultant or team of consultants to carry out a VCA for CAST Cambodia in accordance with the terms of reference (TOR) herein. ASA/WISHH anticipates that this study will take place in the provinces mentioned above and that the Consultants will collect data from other market channels that could influence profitability of Cambodian raised freshwater fish.

Figure 1 shows key value chain actors of freshwater fish for both pond and cage culture systems. In the context of CAST, producers include pond and cage systems and their backward linkages to inputs are strong including hatcheries, nursery, feed millers, and feed distributors. The markets include domestic and regional/international trades. Collectors and wholesalers play key roles in domestic markets. While Cambodia is not known to be a fish exporting country, imports of freshwater fish and fingerlings from neighboring countries especially from Vietnam are widespread.

For the purpose of VCA, the market system of fish value chains include i) the “live-fish value chains” including snakehead, catfish, climbing perch, red-tailed catfish, and ii) the cold chain requiring (or “dead-fish”) value chains including tilapia, processed fish, fillets, etc.

**Figure 1:** Key Value Chain Actors and Market Flows



The results of the VCA will be used to inform the design of CAST’s activities that increase productivity and trade of freshwater aquaculture in Cambodia. The main objectives of the VCA are:

1. To understand the interactions between the key players within freshwater value chains;
2. To explore opportunities for creating value addition across the value chains; and
3. To identify the key challenges facing and possible solutions for the value chain actors in creating the value addition

The VCA should target existing market system focusing on i) “live-fish value chains” including, for example, snakehead, various catfish species including red-tailed catfish, climbing perch, and ii) the cold chain requiring (alternatively “dead-fish”) value chains including tilapia and processed products such as fillets. The awardee Consultant/firm will be expected to discuss and agree on the value chain systems and species to be targeted by the study. The assessment should be conducted with key value chain players including input dealers (e.g., seed and feed distributors, other inputs for pond/cage); producers (i.e., ponds and cages); traders (i.e., collectors, wholesalers, importers and exporters); marketers (e.g., HORECA, supermarkets, consumers); and with special consideration given to influencing factors (e.g., policies, finance, imports, climate).

The VCA must also provide reliable background information and analysis related to the current conditions and realities in the aquaculture value chains and overall aquaculture situation in the targeted six provinces and Phnom Penh, with a specific focus on high value market systems, including HORECA demand sources and existing and/or immediately operational export oriented enterprises.

This exercise will necessitate a mixed methods design that utilizes qualitative data collection strategies for collecting value chain data. ASA/WISHH expects that the Consultant will conduct focus groups with the following partners, stakeholders, and beneficiaries:

- Influencers: Ministry of Agriculture, Forestry and Fisheries (MAFF) and development partners, financial institutions
- Production segment of value chain: Input providers (e.g., feed mills, feed distributors, hatcheries and nurseries), aquaculture producers, fish processors and buyers
- Post Production segment: wholesalers, collectors, distributors
- Retail end of value chain buyers: HORECA, supermarkets, consumers

While designing the study and creating the methodology for focus groups, the Consultant should consider CAST’s ongoing Baseline Study and utilize primary data collected for that activity to inform the questions and develop the implementation plan for collecting this data. The Consultant will also be expected to conduct secondary data analysis on data collected during the Baseline Study and extract relevant information about the freshwater fish value chain in Cambodia.

### ***3.2 Research Questions***



The Consultant will develop an interviewer script and implementation strategy to analyze value addition and benefit distribution mechanisms across the value chains. They will be expected to conduct primary and secondary data analysis to address the following questions:

1. The type of fingerlings, products, and fish being traded across the value chains
2. The fish or species that represents untapped high-value opportunities
3. The pricing pattern for different species, timing, locations, etc.
4. The market driven-schedules or production cycles of certain types of fish or species
5. Market demands by different markets or stakeholders including consumer's preference
6. The cost, availability, and accessibility of financing
7. The profit distribution mechanisms and margin characteristics across the value chains
8. The role and influence of spoilage and the threat of spoilage on all relevant links in the VC
9. The potential market niche and value addition for different products and players
10. The impacts of imports and exports across various different species or value chain actors
11. The policy issue/implication across the value chains
12. Method of production, especially intensive techniques being practiced
13. Potential opportunities and limitations in seasonal variability in price
14. Seasonal variations in cold chain price and/or availability
15. The consumers' perception about the fish and fish products
16. If a branding scheme is implemented what factors would convince consumers of the benefits of the brand?
17. SPS perceptions of value chain actors - what SPS activities would be perceived by markets and consumers as important?
18. Which SPS activities will need to be explained and taught to value chain actors?

The Consultant will work with ASA/WISHH staff to further develop these questions before starting data collection.

### ***3.3 Approach and Methodology***

The VCA should include a mix of quantitative and qualitative methods and tools appropriate to the aforementioned research questions. The Consultant will review and complete the following:

1. Population-based survey tools and descriptive and final report(s) from Baseline Study and develop a plan for further assessing the value chain using this data
2. Baseline Study KII methodology and interviewer script and analyze qualitative data about the Aquaculture Industry (e.g., commercialization, traceability, quality control) and Relationship Building (i.e., communication and trust between market actors)
3. Baseline Study KII theme reports describing barriers and facilitators to program implementation and incorporate these lessons learned into a Focus Group Guide

The methods and tools used in the study should include a combination of the following:

***Document review:*** The Consultant will find it useful to reference a broad range of background documents related to the aquaculture sector in Cambodia apart from project documents provided by ASA/WISHH.

***Review of data collected from Population-based Survey(s):*** The external evaluator hired for the Baseline Study, under contract to ASA/WISHH, has developed and is administering population-based surveys for a number of performance indicators. These surveys will have been administered to beneficiaries in each of the project's intervention provinces and a select number of control provinces by the end of July. ASA/WISHH will share these data sets and other associated documentation (e.g., questionnaires, Data Analysis Plan, descriptive report) with the Consultant so that they can utilize this data for the VCA. The Consultant will be required to use STATA to analyze this data and some source code will be provided by ASA/WISHH.

***Review of Key Informant Interviews (KIIs):*** The external evaluator hired for the Baseline Study also facilitated approximately 40 KIIs with key stakeholders, implementing partners and staff, and program stakeholders and beneficiaries (e.g., producers, feed mills, hatcheries and nurseries). The purpose of these interviews was to learn more about barriers and facilitators to project implementation and develop a better understanding about the conditions under which CAST will be enacted. The Consultant will review the methodology, interview guide and transcripts from these interviews and use qualitative data analysis (QDA) software to develop theme reports for key topic areas (i.e., Aquaculture Industry and Relationship Building). The Consultant will be required to use NVivo to analyze this data and node reports will be provided by ASA/WISHH.

***Qualitative Data Collection:*** ASA/CAST is interested in filling gaps in knowledge that might remain after the Baseline Study and with particular attention to utilizing data collected for that effort to further assess the freshwater fish value chain in Cambodia. The Consultant will be expected to organize and facilitate 20-25 focus group sessions in the provinces targeted by the program. It is expected that each focus group includes 5-7 value chain actors. The Consultant will be responsible for developing a Focus Group Guide that includes semi-structured questions that will provide facilitators with sufficient enough opportunities to answer the aforementioned research questions. These interviews should be audio recorded, translated into English, and transcribed. The Consultant will be required to use NVivo to analyze this data. A 1-2 page demographic survey should also be developed and completed by all focus group attendees.

***Consumer Preference Survey:*** The Consultant will be encouraged to collect additional quantitative data about consumer preferences, purchasing behaviors, and knowledge about the freshwater fish value chain in Cambodia. This subgroup was not included in the recently enacted Baseline Study but it is important that CAST understand the past experience and current spending habits of end users within the value chain. The Consultant should describe a targeted effort to collect primary data from 100-120 consumers in and around Phnom Penh. ASA/WISHH recommends that 50-60 household consumers are surveyed in person and that 50-60 restaurant owners or managers be interviewed over the phone. The Consultant is encouraged to utilize convenience sampling for this exercise and will be expected to include a relatively equal number of representatives from small, medium, and large restaurants. A descriptive report including summary statistics and tables should be submitted to ASA/WISHH.

### ***3.4 Deliverables***

The Consultant is expected to provide the following deliverables to ASA/WISHH:

**Data Analysis Plan**

The Consultant will submit a draft Data Analysis Plan by August 13<sup>th</sup> that clearly describes the methodology to be used when analyzing data from the Baseline Study (e.g., population-based survey(s) and KIIs). This document should include procedures for identifying and describing data about the freshwater fish value chain in Cambodia and strategies for analyzing this information. ASA/WISHH will share key deliverables developed during the Baseline Study (e.g., questionnaire(s), analysis plan, data dictionary) with the Consultant in early August. The Consultant should use these resources to help develop the Data Analysis Plan for the VCA. It will also be necessary to include a section in this document that describes the processes that will be followed when analyzing data for the Consumer Preference Survey. A final version of this document will be submitted to ASA/WISHH on or before September 3<sup>rd</sup>.

**Implementation Plan**

The Consultant will submit a draft of their implementation plan on or before August 22<sup>nd</sup>. This document should include the VCA approach, methods for primary data collection (i.e., focus groups and Consumer Preference Survey), overview about data processing and analysis, list of team members’ roles and responsibilities, and planned schedule of activities. The final implementation plan should be submitted on or before August 27<sup>th</sup> and include a step-by-step account of how all primary data will be collected and managed during this exercise.

**Theme Reports**

The Consultant will be responsible for analyzing some of the qualitative data collected during the Baseline Study’s KIIs. The external evaluator will be developing theme reports for the Program Implementation portion of these interviews but this is only one of the three sections included in these interviews. The Consultant will review these theme reports and use them to guide the process of analyzing data for the Aquaculture Industry and Relationship Building portions of the aforementioned KIIs. Additionally, the Consultant will be required to develop theme reports for the 20-25 focus groups to be conducted during the VCA. The Consultant should submit theme reports to ASA/WISHH on or before October 15<sup>th</sup> and summarize the findings described therein in the VCA Report.

**VCA Report**

The VCA Report, not to exceed 20 pages (not including annexes), should be concise and to the point, utilizing charts, graphs and diagrams where appropriate. The Consultant will be required to describe methods used for data collection in enough detail so that the results reported are reproducible. This document should make clear linkages between the data collected and analyzed to key findings reported in the results section of the report. The Consultant will be expected to solicit and incorporate feedback from ASA/WISHH before submitting their final report. All data raw and cleaned data should be submitted to ASA/WISHH along with the VCA Report. The first draft of this report should be completed by October 24<sup>th</sup> and the Consultant will present the findings of their assessment at CAST’s Partners’ Meeting in Phnom Penh on or around October 28<sup>th</sup>. The final VCA Report will be due on October 31<sup>st</sup>.

The following table displays requirements for the final report:

**Table 1: Final Report Requirements**

<i>Language</i>	ENGLISH
<i>Report Length</i>	<i>Maximum of 20 pages, excluding the Table of Contents and Annexes</i>
Executive Summary	Include a one page Executive Summary that provides a brief overview of key findings and propose recommendations.
Methods	<ul style="list-style-type: none"> <li>• Explain assessment methodology in detail.</li> <li>• Disclose limitations, especially those associated with the methodology</li> </ul> <p>NOTE: A summary of methodology can be included in the body of the report, with the full description provided as an annex.</p>
General overview and Value Chain Study	Provide a general overview and analysis of the current status in the aquaculture value chains in the target areas. Provide answers to the assessment questions.
Findings and Value Chain data	Present findings and Value Chain data as analyzed facts, evidence and supported by strong quantitative or qualitative evidence.
Recommendations	Provide specific recommendations for the program on the potential opportunities for specific value actors and specific fish species for value creation, specific challenges, and possible solutions through the assessment, best tools and methodologies to be applied.
Annexes	<p>Include the following as annexes, at minimum:</p> <ul style="list-style-type: none"> <li>• Terms of Reference.</li> <li>• Full description of Value Chain Study methods.</li> <li>• Final and approved version of all tools (e.g., questionnaires, checklists, discussion guides, surveys).</li> <li>• A list of sources of information (e.g., key informants, documents reviewed, other data sources).</li> </ul> <p>Only if applicable, include as an annex Statement(s) of Differences regarding any significant unresolved differences of opinion on the part of funders, implementers, and/or members of the assessment team.</p>

The Consultant will also be expected to provide ASA/WISHH with access to all primary data collected for the VCA.

### **3.5 Assessment Team**

The Consultant must have a team comprised of individuals with strong technical skills, experience in quantitative and qualitative assessments, study design, data collection and analysis, and technical competence in key project activities. In particular, the lead Consultants(s) will have the following qualifications:

- At least ten years of demonstrated experience conducting VCAs and/or evaluations of agricultural development programs (required) and hold a graduate degree in agriculture, monitoring and evaluation, statistics, economics, or other related field (preferred).
- Experience conducting similar assessments or evaluations in Southeast Asia (required) and within Cambodia’s aquaculture industry (preferred).

- Consultants who do not have experience conducting VCAs in Southeast Asia strongly encouraged to sub-contract with a technical expert(s) based in country to collect data for the VCA
- Experience conducting VCAs and/or evaluations for USDA, United States Agency for International Development (USAID), or other United States Government (USG) projects (required).
- Experience designing tools for focus group discussions and key informant interviews and facilitating these sessions
- Demonstrable knowledge of participatory methods and commitment to best practices.
- Experience and capability in producing survey reports.
- Experience in assessment design and data collection and analysis of quantitative and qualitative data and supervisory capabilities of each of these areas.
- Fluent in written and spoken English; proficient in written and spoken Khmer (preferred).

The Consultant is expected to:

- Design VCA implementation plan, including meetings with CAST Cambodia personnel
- Review Baseline Study methodology and research tools, review available data sets as cleaned and logged, and review KII transcripts and analyze string data collected for Aquaculture Industry and Relationship Building sections of these transcripts
- Develop data collection methodology that will fill gaps in information collected by the Baseline Study
- Conduct/coordinate and supervise quantitative and qualitative data collection
- Communicate directly and frequently with ASA/WISHH staff (e.g., weekly updates, monthly progress reports)
- Conduct data analysis and generate summary of findings
- Prepare the rough draft, submit for comment and resubmit the final report.

CAST's current staff will be available to answer technical questions about program structure and implementation, and to provide guidance/advice on logistics, meeting arrangements, and other matters.

## Attachment A: Proposal Guidelines and Selection Criteria

The candidate shall submit a full proposal to ASA/WISHH via an electronic submission to [aleefers@soy.org](mailto:aleefers@soy.org) no later than Wednesday, July 10<sup>th</sup>, 2019 at 5pm CDT with the following:

- Curriculum Vitae(s) of the lead consultant and assistants
- References of similar work conducted by the applicant and recommendations if available.
- A technical proposal not to exceed 10 pages (not including annexes) that includes a clear description of the assessment plan demonstrating a good understanding of the scope of work, the methodology, and a plan for data collection and analysis.
  - The methodology should include a detailed data collection plan, describing the data collection technique(s) to be used, related data collection sources, and a rationale for reasons the data collection was chosen.
- A line item budget including staff, travel, equipment, supplies, and professional services, if applicable
- A detailed work plan showing the resources needed, the time anticipated, and the outcomes/deliverables to be reached.
  - The work plan should include a timeline of deliverables that resembles the following:

<b>Item</b>	<b>Deadline</b>
First draft of Data Analysis Plan (i.e., description of how secondary data analysis will be conducted)	Tuesday, August 13 <sup>th</sup> , 2019
First draft of Implementation Plan and Focus Group Guide	Thursday, August 22 <sup>nd</sup> , 2019
Final draft of Implementation Plan with schedule of activities, description of instruments, and policies and procedures for data collection	Tuesday, August 27 <sup>th</sup> , 2019
Complete secondary data analysis on Baseline Study data (i.e., population-based survey and KIIs)	Thursday, August 29 <sup>th</sup> , 2019
Final drafts of Data Analysis Plan, Focus Group Guide, demographics survey, and Consumer Preference	Tuesday, September 3 <sup>rd</sup> , 2019
Data Collection Phase (i.e., conduct focus groups and administer Consumer Preference Survey)	Thursday, September 5 <sup>th</sup> , 2019 – Thursday, September 26 <sup>th</sup> , 2019
Submit theme reports and descriptive report for Consumer Preference Survey	Tuesday, October 15 <sup>th</sup> , 2019
First draft of VCA Report	Thursday, October 24 <sup>th</sup> , 2019

Present findings of the VCA during CAST's Partners' Meeting	Tuesday, October 29 <sup>th</sup> , 2019
Final VCA Report	Thursday, October 31 <sup>st</sup> , 2019

**Proposals and associated documents must be submitted in English.**

The following criteria will be used to review and score candidate proposals:

<b>Table 3: Criteria for Scoring Proposal</b>	
<b>Criteria</b>	<b>Scoring (out of 100)</b>
Soundness of proposed methodology	35 points
Skills and Past Experience	25 points
Past aquaculture experience in Cambodia	20 points
Quality control methods	10 points
Financial Competitiveness	10 points
<b>Total:</b>	<b>100 points</b>

# Attachment B: Project Implementation Map

The map below shows the geographic area in Cambodia to be covered by the program. The program will be focusing on specific geographic areas. The provinces targeted by the program include: Siem Reap, Battambang, Pursat, Kampong Thom, Kampong Cham, Kandal, and Phnom Penh.

**Figure 2:** Map of CAST-targeted geographies

