

## Questions and Answers

### Request for Proposal No. RFP-MOD-001-2023

*Please note that the Total Estimated Cost for subject RFP is updated to US\$ 200,000 - 225,0000 from US\$ 125,000 – 150,000.*

**Question 1:** Please provide project's results framework or Theory of Change (ToC), along with the baseline and midline reports.

**Answer:** *Please see the following:*

- *MOD Theory of Change: If interventions are targeted towards market-oriented dairy farmers to increase investment in, access to, availability, and knowledge of the proper use of dairy inputs and interventions to improve quality and safety; and also if consumers' awareness about the importance of quality fresh dairy products is increased; then the productivity of dairy farming will improve, and the formal trade of milk and milk products will increase.*

*The Project-level Results Frameworks that also includes the Theory of Change (TOC) is attached below as Annex A.*

- *The baseline and midline evaluations were posted on our website and are accessible through the following links.*
  - [Sri-Lanka-Market-Oriented-Dairy-Project-Baseline-Report.pdf \(iesc.org\)](#)*
  - [Sri-Lanka-Market-Oriented-Dairy-Project-Midterm-Evaluation.pdf \(iesc.org\)](#)*

**Question 2:** As we have never worked directly with IESC before (only indirectly), we are wondering how you found out about our organization?

**Answer:** *IESC conducted research on quality evaluation firms to create a roster for any upcoming RFPs, soliciting feedback from colleagues in the international development field, in addition to conducting independent research of the market. If you've received a notification about our posting, your organization was amongst the group of firms we added to our roster of evaluation firms as a result of this effort.*

**Question 3:** What provinces is the project being implemented?

**Answer:** *The MOD project is being implemented in six of the nine provinces of Sri Lanka.*

- *Northern Province (Jaffna, Kilinochchi, Mullaitivu, Vavuniya, and Mannar districts)*
- *North Central Province (Anuradhapura and Polonnaruwa districts)*
- *North Western Province (Puttalam and Kurunegala districts)*
- *Eastern Province (Trincomalee, Batticaloa, and Ampara districts)*
- *Central Province (Matale, Kandy, and Nuwara Eliya districts)*
- *Uva Province (Badulla and Monaragala districts)*

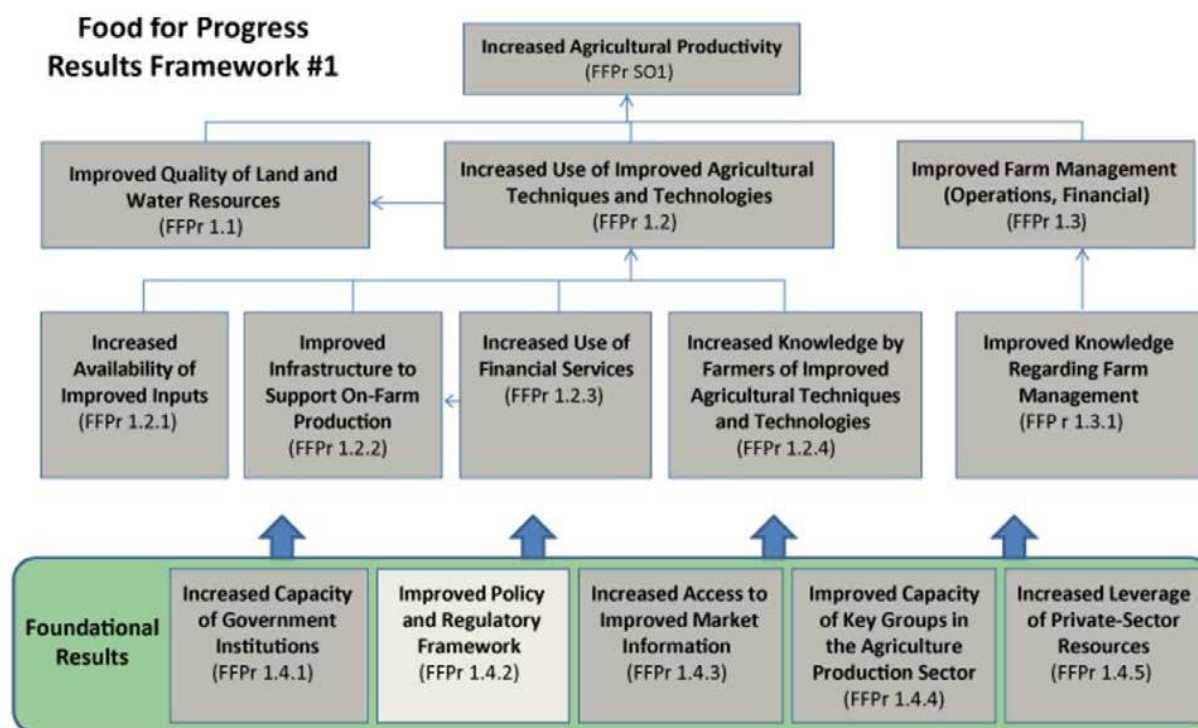
*MOD has a main office located in Colombo, Sri Lanka and three regional offices located in Kandy (Central Province), Dambulla (Central Province), and Vavuniya (Northern Province).*

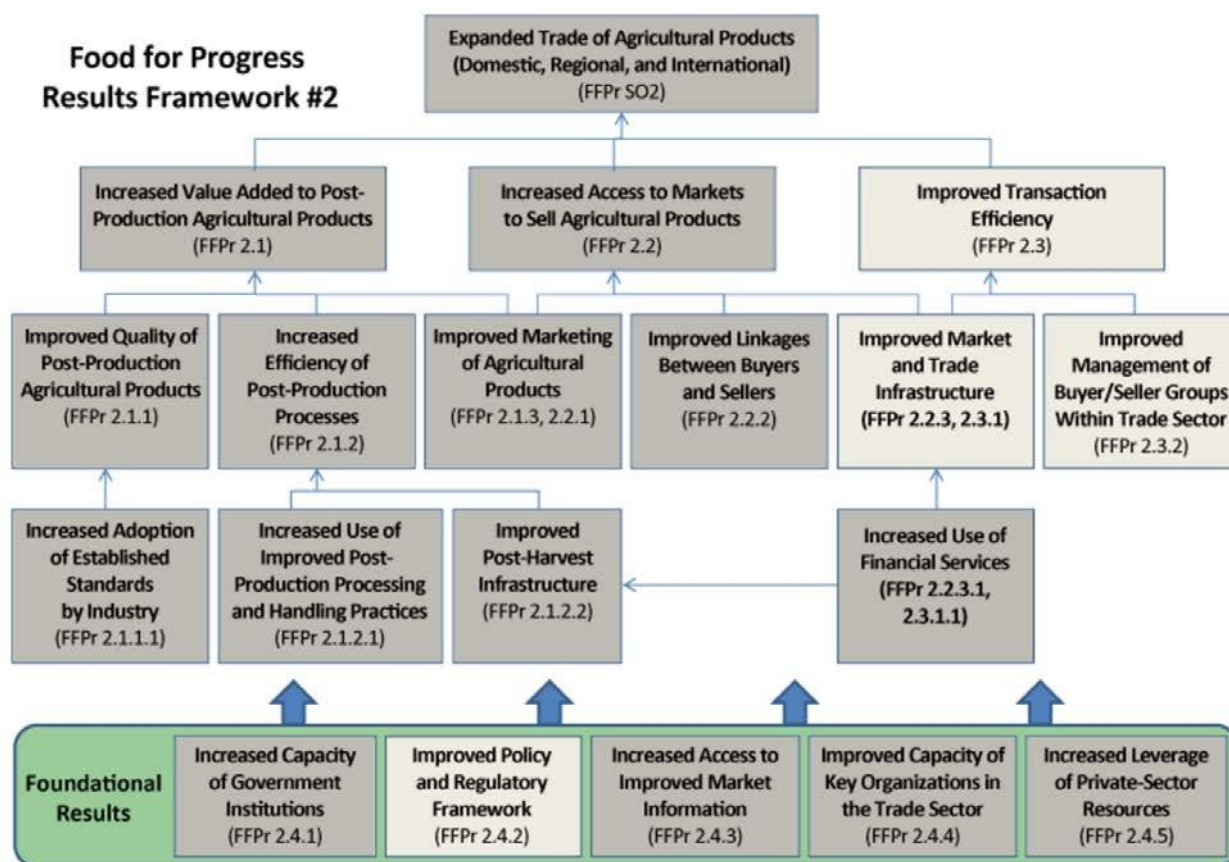
## Annex A – Project-Level Results Frameworks

### 2. Project-Level Results Frameworks

#### A. SUPPORTING FOOD FOR PROGRESS RESULTS FRAMEWORKS

IESC's Market-Oriented Dairy (MOD) Project design connects the dairy sector development needs of Sri Lanka to the USDA Food for Progress results frameworks and their strategic objectives of increased agricultural productivity (SO1) and expanded trade of agricultural products (SO2). The two results frameworks below illustrate the set of intermediate results that will be achieved to achieve each strategic objective. The darkened areas represent the intermediate results that will be achieved by the MOD project. The non-darkened areas represent the intermediate results that other organizations/entities will be working on in a complementary fashion to MOD.





## LINKING ACTIVITIES TO RESULTS

IESC's theory of change for MOD activities, which is linked to the project's activities and associated results, is as follows:

*If interventions are targeted towards market-oriented dairy farmers to increase investment in, access to, availability, and knowledge of the proper use of dairy inputs and interventions to improve quality and safety; and also if consumers' awareness about the importance of quality fresh dairy products is increased; then the productivity of dairy farming will improve, and the formal trade of milk and milk products will increase.*

To implement a project that will fulfil the theory of change, IESC's proposed activities are linked to the needs, challenges, and opportunities described in the strategic analysis, which is guided by evidence to support what has worked, what has not been working, and what is needed to be done to achieve the intended results.

Our **causal model (below)** illustrates the cause and reflect relationship between activities and initial results below. The outputs and outcomes reflect the indicators for each activity, as relevant to the challenges and needs they address.

**Figure 1. Market-Oriented Dairy Causal Model**

NEEDS/CHALLENGES	INPUTS/ACTIVITIES	OUTPUTS	OUTCOMES/ IMPACT
Need for increased availability of fodder and silage	Activity 1 Capacity Building: Ag Extension Agents/Services	Fodder enterprises assisted 4,200 farmers trained on producing fodder and silage	More farmers grow or purchase fodder/silage for their livestock, 7,200 HA of land under improved techniques or technologies
Need for increased availability of dairy animals	Activity 2 Inputs: Develop Agro dealers/other input suppliers	New breeder programs established and existing programs supported	More cows and buffalo sold for dairying
Need for consistent availability and quality of AI and other veterinary services	Activity 4 Market Access: Facilitate Buyer/Seller Relationships	New mobile app to link buyers and sellers of dairy animals developed and rolled out	20,000 active users of program-initiated mobile application
		9,000 farmers receive ST ag sector productivity/food security training	7,000 individuals who have applied improved techniques/technologies, 56 private enterprises, producer orgs, etc. that applied improved techniques/technologies, Improved quality/availability of AI/other vet services to farmers, 1,000 public/private extension agents qualified to provide recommendations
Need for sustainable interventions in inputs	Activity 1 Capacity Building: Ag Extension Agents/Services	New private sector AI agents trained	7,000 individuals who have applied improved farm mgmt. practices
		Existing AI agents trained in best practices of AI provision	
Need for improved input retail	Activity 4 Market Access: Facilitate Buyer/Seller Relationships	Farmers trained in dairy farming as a business	\$251.5 million in sales and 546 million liters of commodities sold by project beneficiaries
		Informal producers enter into formal market	
Need for improved practices at collection	Activity 2 Inputs: Develop Agro dealers/other input suppliers	24 dairy input retail operations assisted	More farmers purchase input for dairy
Need for training in best practices at the farm level for quality in formal sector	Activity 5 Training: Sanitary and Phytosanitary standards	Collection managers trained in best practices for testing	80% reduction in rejections for quality at collection points
Need for expansion of quality-based payments		15,000 increase in installed storage capacity (dry or c/d)	
Need for incentives to adopt best practices and standards for quality in informal sector		7,000 farmers receive training on milk handling best practices	
Labor		Quality-based payment systems promoted to companies/coops	
Need for greater knowledge and skills in best practices for quality in informal sector		Outreach campaign to MOH and Housewives Assoc implemented	
Reliance on extensive (vs. intensive) management methods	Activity 1 Capacity Building: Ag Extension Agents/Services	4,400 farmers trained in best practices for production/quality plus managing dairy operation	More companies pilot quality-based prices for milk
Need for finance		20,000 farmers receive mobile messages on quality standards and messages on best practices for productivity	Increased demand for quality and safe milk, 36,000 individuals benefitting indirectly
Lack of sector coordination	Activity 3 Financial Services: Leverage public/private investment	Farmers trained in finance mgmt	Greater availability of skilled labor 200 FTE jobs created
		\$6M investment fund established with OPIC	
		10 PPPs formed	Informal producers empowered with information
	Activity 6 Capacity Building: Trade Association	TA provided to dairy assoc	More farmers implementing best practices for productivity, 7,000 individuals benefitting directly
			4,400 individuals receiving financial services, \$7,583,333 in loans and 3,650 loans provided
			14 paying members of dairy assoc.