



**Request for Proposal
For
Assessment of the Impact of the Analytical Activities of InteliAgro and the
Center for Agricultural Policy Analysis at the Institute of Agricultural Economics**

**Sofia
February 2018**

Letter of Invitation

America for Bulgaria Foundation (ABF) is issuing a Request for Proposal (RFP) for developing a methodology and conducting a study of the projects implemented in the past 6-7 years targeting the development of independent analytical capacity in the agricultural sector in support of the private initiatives in the sector as well as the government decision-making process. ABF is soliciting responses from organizations (companies and NGOs) or consortia with experience in evaluating policy related programs of NGOs and results-based evaluation. Respondents will be competing to provide the services set forth herein in the Terms of Reference. The submissions of all Respondents shall be compared and evaluated pursuant to the evaluation criteria set forth in this RFP and a single Respondent shall be selected.

This RFP does not commit ABF to select any organization, award any work order, pay any cost incurred in preparing a response, or procure any services or supplies. ABF reserves the right to accept or reject any or all proposals received, cancel or modify the RFP in part or in its entirety, or change the RFP guidelines, when it is in the best interest of ABF to do so.

Selection Criteria:

- ✓ Demonstrated clear understanding of the assignment;
- ✓ Composition and Experience of the team:
 - Proven experience of the team leader in conducting complex evaluations;
 - Solid knowledge and understanding of the agriculture sector in Bulgaria and its challenges;
 - Knowledge of and experience in economic and policy analyses;
 - Experience in assessing think-tanks;
 - Experience in sample design, devising qualitative and quantitative methodology and implementing social studies and impact evaluations;
 - Experience in evaluation of effectiveness and efficiency of programs, projects and policies.
- ✓ Adequacy of the proposal and choice of the analytical framework;
- ✓ Organization of the assessment process, quality assurance methods, and risk mitigating measures;
- ✓ Firm track records.

Proposals should include:

- ✓ A cover letter;
- ✓ A description of the proposed approach/methodology for carrying out the assignment;
- ✓ Statement of Qualification of the Organization, including samples of relevant previous pieces of work, and contact list for tentative recommendations;



- ✓ Staff qualifications (CVs of the proposed key experts);
- ✓ Detailed Cost Proposal in USD broken down in categories;
- ✓ Conflict of interest disclosure.

The deadline for submission of proposals is **6:00 p.m. Sofia time on March 7, 2018**. Late submissions won't be considered. Proposals shall be submitted in electronic format to itzankova@us4bg.org with a copy to ibossev@us4bg.org

Yours sincerely,

Ivanka Tzankova
Director, Impact Assessment and Evaluation

Terms of Reference

1. Background Information

Since 2012, ABF has been investing in addressing a major issue of Bulgarian agricultural sector – lack of independent agricultural economic analyses accessible by private producers and governmental officials that will help them make adequate production or policy related decisions. ABF has tested two approaches in developing the local capacity for carrying out agro-policy and sectoral analyses and engaging in public debates on critical and important matters in the sector that affect the citizens, business, stakeholders and decision-makers.

The first approach aimed at expanding the capacity of a leading Bulgarian think-tank in economic and business matters with expertise in agricultural economics. This tactic later evolved in creating a specialized independent organization that would be a natural source of quality information, analyses, consultations and advice in the entire spectrum of agribusiness. It was equally important to make sure that the services of the new entity address the needs of government authorities, professional associations, private businesses, research institutes, media outlets, and the public.

The second approach targeted developing local capacity for carrying out agro-policy analysis by establishing a Center for Agro-policy Analysis (CAPA) at the Institute of Agricultural Economics (IAE), a public entity. The CAPA analytical model is based on the sophisticated econometric modeling approaches applied at the Food and Agricultural Policy Research Institute (FAPRI) at the University of Missouri.

Four grants supported the implementation of the two approaches.

Description of the Programs

Table 1 summarizes the programs that ABF has supported since 2012:

Table 1: ABF projects supporting the development of local capacity to provide independent analysis in agriculture

Project Title	Implementing Entity	Funding (BGN)	Funding (USD)	Start Date	End Date	Duration (months)
Economic Analysis of Agriculture	Institute of Market Economics (IME)	150,000	100,000	Jan 2012	Oct 2014	35
Agricultural sector Analysis and Policy Monitoring	InteliAgro Foundation	310,000	213,800	Jan 2015	Dec 2017	36

Establishment of a Center for Agricultural Policy Analysis (CAPA)	Institute of Agricultural Economics (IAE)	386,340	250,900	Jan 2013	Dec 2015	35
Strengthening the Analytical and Public Outreach Capacity of the Center for Agricultural Policy Analysis (CAPA) at the Institute of Agricultural Economics (IAE)	Institute of Agricultural Economics (IAE)	233,000	134,685	Jul 2016	Jun 2019	36
Total Funding:		1,079,340	699,385			

More details about the four projects are included in Appendices 1 through 4.

2. Evaluation Objectives and Expected Results

ABF pursues a study of the projects implemented in the past 6-7 years targeting the development of analytical capacity in the agricultural sector in support of the private initiatives in the sector as well as the government decision-making process.

The main objectives are:

- Assess the effect of the analytical efforts of InteliAgro and IAE on the farmers' and Government of Bulgaria (GOB) access to quality information, analysis and advice;
- Assess the impact of both organizations on the decision-making of farmers and agribusiness firms and the program and policy decisions of the Ministry of Agriculture and Food;
- Assess the sustainability prospects of the organizations;
- Assess both approaches in terms of efficiency and sustainability prospects;
- Make recommendations on the feasibility of replicating the models for strengthening the analytical capacity of other sectors of the Bulgarian economy.

The study should answer the following **research questions**:

1. Have the two entities accomplished what they had promised to achieve upon the launch of their projects? If not, what were the reasons?
2. What has been the outreach of each organization in terms of number of farmers and/or organizations?

3. What is the impact of each organization, considering the following indicators:

Output Indicators: Number and quality of: policy proposals and ideas generated; publications produced; news interviews conducted; briefings, conferences, and seminars organized; and staff who are nominated to advisory and government posts.

Resource Indicators: Ability to recruit and retain quality analysts; the level, diversity, and stability of financial support; support of the hosting institution; proximity and access to decision makers and other policy elites; a staff with the ability to conduct rigorous research and produce timely and incisive analyses; quality and reliability of networks; and key contacts in the public sector, civil society, farmers communities, and media.

Utilization Indicators: Reputation as a “go-to” organization by media and policy elites; quantity and quality of media appearances and citations, web hits, testimony before legislative and executive bodies; briefings, official appointments, consultation by officials or departments/agencies; reports distributed; references made to research and analysis in scholarly and popular publications and attendees at conferences and seminars organized.

Impact Indicators: Recommendations considered or adopted by the public sector, civil society, and farmers’ community; advisory role to decision makers and farmers; awards granted; publication in or citation of publications in public testimony and the media that influences the policy debate and decision-making; website and digital presence (the quality, accessibility, maintenance of the organization’s website, as well as, the quality and level of the digital traffic and engagement (the quality, accessibility and navigability of the website, number of website visitors, page views, time spent on pages, “likes” or followers)) ; and success in challenging the conventional wisdom and standard operating procedures of bureaucrats and elected officials.

4. What are some of the specific examples of GOB decision making based on the advice/recommendations of the two think tanks, if any?
5. What is the evidence for the improved productivity of the farmers who use the services of both or one of the organizations, if any?
6. Compare the success and deficiencies of the organizations based on the different organizational models they have utilized? What is their efficiency? What are the sustainability prospects of each?
7. What has been the symbiosis of the two organizations?
8. Who are the competitors of the two ABF-supported organizations and how would you compare their capacity and impact?

3. Scope of the Evaluation Assignment

ABF is seeking the services of an evaluation team to develop the evaluation methodology and survey tools as well as to perform the data collection and analysis based on the specifications described in this TOR. The methodology shall include an adequate mix of quantitative and qualitative methods and may consider the use of benchmarks if feasible. The evaluation shall answer the questions listed in the Evaluation Objectives and Expected Results section while analyzing and explaining the findings.

The evaluation team could access the following documents and data:

- Application Forms and Requests for Approval;
- Interim and Final Reports of the Program;
- Publications of both organizations.

Some of the key requirements for the evaluation are:

1. The evaluation shall cover the period January 2012 – December 2017 and shall consider the evolution of the programs;
2. The evaluation shall consider key stakeholders – decision makers at state entities, representatives of the civil society, agribusinesses and farmers - and their feedback should be reflected in the conclusions and recommendations.

4. Deliverables and Schedule

The selected evaluation team/entity shall work closely with ABF's Evaluation team throughout the entire evaluation. Workflow and deliverables shall be proposed in three phases:

4.1 Planning Phase – Preliminary Findings and Definition of methodological approach: As a key part of the proposal, the selected entity shall propose the most adequate methodology and survey tools for conducting the evaluation. During the planning phase, the selected entity shall work closely with ABF's Evaluation team to fine tune the methodology and make sure that it meets the evaluation objectives. To get a better understanding of the evaluated programs, the selected entity shall get access to more detailed project information during the planning phase.

Deliverable: Detailed Evaluation Execution Plan. The guidelines for the development of the Evaluation Execution Plan will be shared with the successful bidder.

4.2 Testing and Implementation Phase - Fieldwork: At the beginning of this phase, the selected entity shall finalize all tools and instruments that have been approved by ABF for applying in the evaluation process and will test them. Once the instruments have been tested, the evaluation team shall organize the data collection on the ground and shall arrange other events as required to get first-hand information about the program. Depending on the type of instruments used for data collection and observation, ABF shall have the right to include its representatives in some of the activities.

Deliverables:

1. Fully developed and tested evaluation tools using the ABF approved methodology;
2. Raw data collected and submitted to ABF;
3. One-page summary of the field efforts and challenges.

4.3 Reporting Phase: Once the field work is over, the Respondent shall prepare a preliminary report of findings with draft recommendations to share with ABF. The report shall be in English and shall follow the structure outlined below:

- I. Executive Summary (5 pages, standard formatting)
- II. Project Background (title, grantee, amount of funding, objectives (1 page))
- III. Evaluation design and Methodology
 - 3.1 Purpose of the Evaluation
 - 3.2 Scope of the Evaluation
 - 3.3 Methodology used
- IV. Findings and Analysis
- V. Conclusions
- VI. Recommendations

ABF shall provide feedback on the content before the final report is produced.

- Deliverables:**
1. Draft Report to be reviewed and approved by ABF;
 2. Final Report **not to exceed 30 pages, annexes excluded.**

ABF shall work closely with the implementer in a collaborative manner during all phases of the evaluation process to make sure that it is exhaustive and productive. The evaluation organization shall be flexible to adapt its approaches if and as required by ABF.

4.4 Schedule

Planning Phase:	Two weeks
Testing and Implementation Phase:	Four weeks
Reporting Phase:	Three weeks (for all drafts and the final report)
First Draft of the Report:	Early June 2018
Final Report:	July 2018

5. Required Qualifications

The evaluator should suggest a team to work on the assignment. All team members should have at least 5 years of experience in economic and agriculture development or other areas of expertise relevant for the evaluation and a strong proficiency in English. The leading experts must have a minimum academic training at the Masters level, though a doctoral degree is preferred. In addition, the team must have the following mix of skills and abilities:

- Solid knowledge and understanding of the agriculture sector in Bulgaria and its challenges;
- Knowledge of and experience in economic and policy analyses;
- Experience in assessing think-tanks;
- Experience in evaluation of the effectiveness and efficiency of programs/interventions;

- Established track record and demonstrated experience in devising qualitative and quantitative methodology and implementing social studies and impact evaluations;
- Ability to evaluate the effectiveness of the survey instruments and methodology, and to revise as needed to achieve the best results;
- Proven ability to plan, manage and execute complex projects, and to ensure high quality delivery of results;
- Ability to adapt to unexpected program needs and changing work requirements;
- High ethical standards and deep sense of integrity and commitment.

6. Logistics and Timing

6.1 RFP Schedule: The RFP process shall proceed according to the following anticipated schedule:

February 14, 2018	RFP Issued
February 21, 2018	Deadline for all questions and clarification inquiries submitted via e-mail to itzankova@us4bg.org and ibossev@us4bg.org
February 26, 2018	Deadline for all answers to Respondents' questions
March 7, 2018	Proposals due
March 23, 2018	Selection of implementer completed & notification sent

6.2 Instructions for Submission of Proposals: All responses shall be sent by email to itzankova@americaforbulgaria.org and ibossev@americaforbulgaria.org no later than **March 7, 2018, 6:00 pm Sofia time (Greenwich+2)**. Parties interested in undertaking this assignment shall submit the following information **in English**:

6.2.1 Cover Letter

6.2.2 Description of the Suggested Evaluation Methodology: This is a core component of the proposal that each Respondent shall provide. The narrative shall justify the use of specific quantitative and qualitative methods and the approach the Respondent shall apply for achieving the objectives of the subject evaluation;

6.2.3 Statement of Qualifications of the Organization: All responses shall include a statement of qualifications, experience and description of the Respondent organization and its history in implementing projects related to assessing in policy related programs of NGOs (1 page max). Samples of relevant previous pieces of work, and contact list for tentative recommendations shall be included as well;

6.2.4 Staff Qualifications: All Respondents shall identify the individual(s) who will have primary responsibility in the evaluation and shall submit their CVs. In addition, a contact person for communications with ABF and/or a person authorized to negotiate and contractually-bind the Respondent shall be specified;

6.2.5 Cost Proposal in USD: The Respondent shall provide a cost proposal for the Required Services, which includes:

- ✓ Budget inclusive of all resources needed to successfully complete the proposed activities, and detailing, at minimum, the following cost categories:
 - Staff (details of any subcontractors and roles of all staff listed in the proposal should be included in the budget narrative). The estimated days of involvement of each staff member should be specified, preferably broken down by the three phases of the evaluation outlined above;
 - The unit cost of the suggested evaluation tools;
 - Travel;
 - Any indirect costs (broken out and identified as such)
- ✓ Detailed budget narrative

6.2.6 Conflict of interest: If the Respondent has worked for any of the three entities – IME, InteliAgro, or CAPA, or has been associated with them, the fact shall be disclosed.

The proposal should not exceed 15 pages, annexes excluded.

6.3 Evaluation Process, Criteria and Selection: ABF shall evaluate each response with timely and complete submission. After review of the offers, interviews might be requested.

Selection Criteria:

- ✓ Demonstrated clear understanding of the assignment;
- ✓ Composition and Experience of the team:
 - Proven experience of the team leader in conducting complex evaluations;
 - Solid knowledge and understanding of the agriculture sector in Bulgaria and its challenges;
 - Experience in assessing think-tanks;
 - Experience in sample design, devising qualitative and quantitative methodology and implementing social studies and impact evaluations;
 - Experience in evaluation of effectiveness and efficiency of programs, projects and policies.
- ✓ Adequacy of the proposal and choice of the analytical framework;
- ✓ Organization of the assessment process, quality assurance methods, and risk mitigating measures;
- ✓ Firm track records.

ECONOMIC ANALYSIS OF AGRICULTURE

PROJECT SUMMARY

The Ministry of Agriculture and Food (MAF) in Bulgaria manages, coordinates and supervises the implementation of state policy in agriculture, rural development, forestry, and fisheries and aquaculture. Besides, there are 15 structures (under the auspices of the MAF) that work in the sector. However, none of them is visibly active and engaged in public debates about critical and important matters for the Bulgarian agricultural sector. There is a shortage of up-to-date analyses, commentaries and expert statements on current and long-term issues that affect the citizens, business, stakeholders, and decision-makers. The official statistics are not used for planning and programming.

The objective of the project was to establish an independent agricultural economic analysis unit to serve the needs of Bulgarian agriculture. The plan was to build analytic capability based on straight-forward quantitative economic analysis, free of ideological and political spin.

The project provided the opportunity for the Institute of Market Economics (IME) to hire and host a devoted professional to tackle the problems that affect the overall status of the sector, lead to poor public policies, misunderstanding of basic economic principles, high costs for the population because of bad decisions, and lack of predictability for the business. The economist was supposed to work full-time for 2 years with a 6-month trial period and provide analyses contributing to an improved understanding of the economic and social implications of pursuing alternative policies, practices, and investments.

The project implementation can be divided into three periods:

Jan-Dec 2012 - The first year of the project was used mainly by the Agriculture Economist to get acquainted with the large number of important topics in the agricultural sector, meeting and introducing to major stakeholders, gathering data and preliminary research of some general sector issues.

Jan-Dec 2013 – The second year of the project was used for more targeted work, especially in view of the new program period of the EU (2014-2020) and the Common Agricultural Policy (CAP) reform.

Jan-Dec 2014 – The last year of the project was spent on covering hot sector issues, as well as on considering and designing possible solutions for continuation and further development of the project.

The main activities during these three years were:

1. Active opinion formation on important issues through the IME bulletin, which proved to be an influential channel to reach stakeholders, decision makers and wider public;
2. In-depth analysis of important agricultural issues, such as CAP implementation and new opportunities after the 2014 reform, as well as of major sectors (e.g. meat production, fruit and vegetables growing, dairy production, etc.);
3. Publishing of a monthly bulletin covering the grain and oilseed markets, trends and implication for Bulgarian producers;
4. Partnering with major media to increase the outreach of the project's main findings;
5. Networking and regular surveys of farmers to identify their major needs and problems;

6. Taking ad hoc assignments from interested parties.

PROJECT RESULTS AND INDICATORS OF SUCCESS

1. Extensive research work was performed, covering major issues and some of the most important sectors in agriculture.

Eight research papers were developed, six of them made public and one presented to stakeholders at a round table event. All studies were timely in view of the needs of the sector and changes in legislation and public policies, and served as a basis for a public debate. The following topics were covered:

- Overview of the development of Bulgarian agriculture, 1998-2011
 - Overview of the Common Agricultural Policy in EU
 - Analysis of the meat and meat processing market in Bulgaria
 - Analysis of the potential for growing fruit and vegetables in Bulgaria
 - Analysis of the effects of the application of the direct area payments in Bulgaria
 - Options for modeling of the CAP for the needs of Bulgarian agriculture in the period 2015-2020
 - Analysis of the effects of the introduction of modern retail in Bulgaria
 - Prospects for dairy farming in Bulgaria after the removal of milk quotas in the EU in 2015
2. **Over 100 articles** were published in the IME bulletin, viewed **74,840 times** on IME website only (an average of 741 views per article). Sixteen (16) articles reached over 1,000 views (some of them even 3,000 views), which can be compared only to a media site. Many of the articles were reprinted and quoted by popular TV, online and print media, including BNT, bTV and Nova televisions, Capital Weekly, 24 hours, Sega, Trud and Standart Daily, Investor, Dnevnik, and Mediapool, etc.
 3. **Twenty-one (21) issues of the Grain Markets Overview monthly bulletin** were published on IME site. These also provoked interest of stakeholders and received considerable media coverage.
 4. The fruitful cooperation with specialized and non-specialized media was maintained throughout the project. A total of **129 media appearances** were made during the three years. **Sixteen additional articles** were written and published at the request of various newspapers and magazines and commentaries for the popular agricultural TV production “Brazdi” were provided regularly. To address media interest from abroad, commentaries and interviews were given to Forbes Russia and the French television ARTE.
 5. To be fully aware of and updated on the farmers’ problems and challenges **two surveys** were conducted in 2013 and in 2014. The results of the latter were publicly presented to the stakeholders and alerted to the issue of poor communicating of the new CAP measures.
 6. Over time, the project became a sought-after source of analytical materials. Various entities entrusted assignments to IME and Mr. Valkanov. These included **presentations and seminars** for farmers (organized by ProCredit Bank, Biogest Ltd, etc.), **participation in discussions, workshops and round tables** (Ministry of Agriculture and Food, European Commission, etc.), researches on



demand (The Association for Modern Retail), and lectures for students (Friedrich Naumann Foundation).

AGRICULTURAL SECTOR ANALYSIS AND POLICY MONITORING

PROJECT SUMMARY

This project builds upon the success of the Economic Analysis of Agriculture project implemented by the Institute for Market Economics.

Objective: Establishment of a specialized independent organization that will become a source of quality information, analysis, consultation, and advice in the whole spectrum of agribusinesses. It will focus on providing useful data, commentaries, and analysis to all interested stakeholders in the agricultural sector – professional associations, government authorities, private businesses, research institutes, media outlets, and the public.

Activities: One of the tasks of the newly established organization is to gather at one place all official agricultural data, presenting it in a user-friendly manner on a specialized online platform, and then updating it on a regular basis. The new NGO incorporates statistics from the Ministry of Agriculture and Food, National Statistical Institute and other available sources that keep different data in different format which is scattered and often difficult to find and work with.

The platform is used for uploading commentaries on proposed or newly adopted agricultural policies and regulatory decisions and improves the access to timely non-partisan objective information. There is a regularly updated section with articles and comments on agricultural markets, government policy and the implementation of the Common Agricultural Policy of the EU, market trends, etc. The team organizes annual round-table discussions with various stakeholders in the sector on the current state of Bulgarian agriculture and its main challenges and needs.

Information is available in both Bulgarian and English to serve a bigger audience and allow the organization to expand its professional network and contacts.

The team also provides paid consulting services to the agribusiness to ensure its future operations. The ambitious goal is to establish strong connections with independent experts, research institutes and supporting industry, and thus create the missing links among production, market, and science.

PROJECT RESULTS AND INDICATORS OF SUCCESS

The potential outreach of the project is around 85,000 agricultural producers, several hundred companies and institutions from the supporting industries, research institutes and universities, students, the public administration, and decision makers.

In the short-run, IntelliAgro aims at:

1. Improving the general awareness of current issues and processes in the agricultural sector in Bulgaria.

- Indicator: 48 articles per year

2. Improving the knowledge of the development opportunities in the most important sectors in Bulgarian agriculture

- Indicator 1: three sector analyses per year
- Indicator 2: attracting at least one ad hoc private request for analysis per year

3. Improving the regulatory environment in the sector

- Indicator 1: annual assessment of the state budget for agriculture; ad hoc impact assessments of important legislative proposals
- Indicator 2: active participation in the health-check and fine-tuning of the new Common Agricultural Policy (CAP) in the period 2016-17 by providing relative analysis and possible solutions in future working groups organized by MAF

4. Improving the access of farmers to expert advice

- Indicator 1: establishment of a network of specialists that cover all major areas of interest in agribusiness. They will be paid by the customers on a project basis upon completion of each task (e.g. business plan, preparation of documents for credit, drilling project, etc.).
- Indicator 2: the implementation of at least one business plan/consultation in a farm for the first year and at least three business plans/consultations for each of the remaining two years of the project.

In the long-run, the program will result in:

1. Improving the competitiveness of Bulgarian agricultural producers: this can be evaluated by the results achieved by farmers who will use the services of the organization – e.g. increased acreage, improved financial results of the farm, more efficient use of resources, etc.

2. Self-sufficient organization by the end of the project: At least BGN 100,000 raised by the end of the third project year.

3. Improving the connection between business, research institutes, independent advisors and the agricultural service industry.

- Increase the number of professionals who work with the organization and include representatives from research institutes and universities. Start an affiliate program with companies from the agriculture service business based on discounts for customers of the organization.

4. Improved governance of the sector by building constructive dialogue between business and administration.

- Annual meetings between business and administration on which every represented association will be addressing two practical problems that the respective sector faces and the administration will have to look for solution. Follow up of the agenda.

More informed public opinion that can turn the scales on the adoption of policies that serve better consumers and taxpayers.

ESTABLISHMENT OF A CENTER FOR AGRICULTURAL POLICY ANALYSIS (CAPA) AT THE INSTITUTE OF AGRICULTURAL ECONOMICS (2013-2015)

PROJECT SUMMARY

The CAPA project aims at strengthening the analytical and forecast capacity of the agricultural sector concerning production, prices, supply, demand, etc., and outlining challenges and potential effects of different policies and market behavior. The CAPA project envisages establishing a center that conducts systematic assessments of market and policy developments and evaluates their impact on farmers, consumers, trade, and the agribusiness industry. The results of the project are econometric models developed for four sectors of agriculture in Bulgaria, which give quantitative data for key indicators and project their mid-term values, worthy for the agri-business, farmers, policy-makers, and the public. The program implementation focused on:

- Training of the CAPA team, with the help of the Food and Agricultural Policy Research Institute (FAPRI), an associated partner;
- Various information events with a broad outreach: the results of CAPA models were periodically presented, thus updating on a regular basis global prospects and outlook through FAPRI partners and other fellow organizations in Ireland, Netherlands, Poland, etc.;
- Spreading the knowledge about and the results of CAPA models through engagement in projects/activities such as support for estimating the compensatory payments in RDP 2020; study of the impact of the Transatlantic Trade and Investment Partnership (TTIP) on Bulgarian agriculture; active cooperation with media, and many more;
- Addressing the issue of the insufficient understanding of stakeholders and wider public how to use the projections and how to apply the analyses to strategic planning. Throughout the project, CAPA focused on explaining the models' power and the value of extracted results.

PROJECT RESULTS AND INDICATORS OF SUCCESS

The modeling approach used by the CAPA team is a tool for analysis in agriculture. Its main advantage is quantifying the results and effects of complex internal and external economic and policy factors as well as projecting the future development of analyzed industries. The Bulgarian model system is integrated into the global models elaborated by FAPRI. One of the exclusive achievements of CAPA is the development of the Bulgarian models not as an automatic transfer of FAPRI models, rather the elaboration of specific and corresponding to Bulgarian reality models, using the state of the art principles and concepts of model work adopted by FAPRI. The results of CAPA establishment are:

- Setting up demand-supply models in four main industries in Bulgaria (cereal and oilseeds, dairy, meat, and vegetables), which cover over 90% of the gross output of agriculture, 95% of agricultural land and livestock, and 90% of producers;

- Establishment of integrated and dynamic models (changes in variables in one model render chain alterations in other models) through the feed price-livestock production-land occupation axis. In addition, the models give quantitative results for main indicators and project their mid-term values due to the ability to run different scenarios assuming market changes, price cycling, production stresses, policy modifications, etc., which is very important for comparing effects and consequences of intentional and accidental interventions. That said, the elaborated model system allows not merely to complement the agricultural economic analyses and research, but it gives a different view in analyzing the problems revealing quantitatively outlooks and prospects for the development of agriculture under specific assumptions and scenarios;
- CAPA has established a solid reputation and has become a desired partner by agri-businesses, agricultural unions, the Ministry of Agriculture and Food (MAF), public entities, media, etc.;
- The CAPA team opened itself more to farmers, associations and agri-businesses delivering results from analyses and pointing out challenges and findings generated by the modelling work. CAPA organized seminars, round tables, and meetings with farmers and agri-businesses.

The specific results of CAPA and comparison with the initial targets are shown in Table 1.

Table 1:

Output indicators for project evaluation	Unit of Measure	Target	Actual Achieved
<i>Sectors subject to elaboration of the baseline projection</i>	Number	10	14 sectors covered in 4 main ag industries, including cereal and oilseeds (wheat, barley, maize, sunflower, rapeseed), dairy (cow, sheep), meat (beef, poultry, pork and sheep), vegetable sector (tomatoes, pepper, cucumbers).
<i>Indicators to be projected</i>	Number	25	About 20 specific indicators projected per sector
<i>Variables to be covered and for which data will be collected</i>	Number	600	The number of variables is about 1,200
<i>Number of equations that will be created and simulated</i>	Number	300	Equations used in overall modeling is 500
<i>Accuracy of the modeling results</i>	%	90%	Average for the 1 st projected year: Cereals–92%, Dairy–84%, Meat–88%, Vegetables–90%.
<i>Bulletins and reports presenting the results from the project</i>	Number	5	10 Baseline Reports prepared and disseminated.
<i>Presenting information for the events and publication of the result reports and bulletins</i>	Frequency	Regular	25 articles published in ag magazines and newspapers, along with 10 papers published in Bulgarian and international scientific journals. Over 100 news & briefs published on CAPA.
<i>Discussions and information meetings with the interested parties</i>	Number	50	30 events, including 6 round tables, 10 seminars, and 11 workshops with over 1,000 participants.
<i>Outlook Forum</i>	Number	1	2
<i>Public perception about CAPA work and products</i>	Number, %	7/10	Focused survey with 50 respondents: 80% perceive CAPA's analysis and results as important and necessary.

In addition to the above outcomes, other specific results are:

- Three contracts, totaling BGN 12,500, were assigned to CAPA (through the IAE) by Trade Company “Louis Dreyfus”, the Dutch Embassy, and a Bulgarian member of the European Parliament;
- In the end of 2015, the CAPA team was invited by Sogeti, Luxemburg, to join their consortium as a subcontractor for implementing the EUROSTAT service on updating the methodology for setup balance sheets in cereal, oilseed and rice – one-year contract for EUR 6,000;
- In the end of 2015, MAF signed and sent a Letter of support for CAPA, committing itself to cooperate with CAPA and envisaging the assignment of a progress evaluation of the implementation of the 2016 direct payment schemes;
- Due to the legal limitations CAPA could not participate in procurement tenders as a legal entity, but CAPA members did it individually. The total amount of those contracts was BGN 24,500;
- Two CAPA members joined the World Bank team to work on a Strategy for the development of the irrigation sector in Bulgaria. Their responsibility was directly connected to agricultural economic analysis, calculation of crop budgets, farm level investment returns, and regional crop output value. The gross amount of those contracts was BGN 24,000;
- In 2015, MAF asked for CAPA’s assistance in strengthening the ministry’s capacity in cereal and oilseed market analysis. As a result, a CAPA member went to work at the Directorate for Market Measures and Organization of Producers at MAF and took over the activities of the National Grain Authority after its shutdown. CAPA provided methodological assistance to the Directorate in exchange of access to operational data on cereal and oilseed production and market;
- Through cooperation with FAPRI, CAPA has established contacts with similar institutions across Europe (Ireland, Netherlands, Poland). In 2015, CAPA participated in a workshop of AGMEMOD, one of the biggest consortia producing baseline projections in the EU. Bulgaria was among 20 other countries represented at the event. CAPA becomes a recognizable name and this creates opportunities for future international collaboration;
- Cooperation with Strategie Grain, a famous market research company, sharing numbers for Bulgaria in exchange of access to their global forecasts, the subscription to which is costly;
- Good relations with all important ag-related associations in Bulgaria: CAPA participates at their events with presentations, writes for their Internet sites and paper issues, consults them on market and policy issues, and helps them to better understand global markets;
- Good relations with media outlets - Agrozona, Agro TV, Farmer, Fermer, Agrocompass, Investor BG, BNR, Sinor, etc. They regularly contact CAPA for interviews and comments. Through media, CAPA reaches out to the public and interested parties, identifying problems, fostering discussions, and creating the environment for improving Bulgarian agriculture.

STRENGTHENING THE ANALYTICAL AND PUBLIC OUTREACH CAPACITY OF THE CENTER FOR AGRICULTURAL POLICY ANALYSIS (CAPA) AT THE INSTITUTE OF AGRICULTURAL ECONOMICS (IAE) (2016-2019)

PROJECT SUMMARY

As described in Appendix 3, the Center for Agricultural Policy Analysis (CAPA) managed to prove the value of its products, the need of its existence, and the potential of its future efforts. The current project builds upon the achievements of the Center during the first three years of its establishment.

The main objectives of the current project are:

1. Build up the capacity of the Center for Agricultural Policy Analysis with additional trainings of the main team and associated assistants;
2. Upgrade the model system composed of cereal, dairy, meat and vegetable industries to enhance accuracy and reliability of projections;
3. Elaborate forecast models in cereals sector - one of the most developed and widespread agricultural production in the country, forming up to 40% of GVA from agriculture and drawing interests by producers, traders, processors and government, bearing potential for accumulating additional incomes and value;
4. Demonstrate the benefits of providing analytical and policy scenarios assessment and strengthen the support provided to the Ministry of Agriculture and Food;
5. Enhance the public presence of CAPA through organization of round tables, workshops and Outlook Forums, and participation in events initiated by other organizations, unions and other institutions;
6. Establish closer cooperation with farmers' unions, agri-business structures in the country and look for involvement in project networks across EU for implementation of various specialized economic tasks and assignments;
7. Strengthen CAPA's outreach and communication with media, public and private stakeholders.

PROJECT RESULTS AND INDICATORS OF SUCCESS

The short-term results and indicators that we aim to achieve during the current grant period are provided in the table below:

Output indicators for project evaluation	Unit of Measure	Baseline	Target
<i>Number of maintained baseline sector projection models</i>	Number	14	14
<i>Number of sector forecast analyses developed</i>	Number	3 ¹	10
<i>Involvement in important tasks with impact on national policy (program assessments, analyses, scenarios)</i>	Number	4 ²	8
<i>Consultations provided to producers, agricultural unions, agribusiness, Ministry, etc. At their request</i>	Number	30	70
<i>Revenues generated directly by CAPA</i>	BGN	24,000	60,000
<i>Amount of indirect contracts and tenders awarded to the CAPA team members³</i>	BGN	48,500	50,000
<i>Number of Baseline publications</i>	Number	10	24
<i>Number of monthly bulletins disseminated</i>	Number	0	36
<i>Number of articles and other materials published through media and other channels</i>	Number	25	40
<i>Number of scientific papers and reports presented and published in national and international journals</i>	Number	10	10
<i>Number of discussions and round tables organized by CAPA</i>	Number	6	6
<i>Participation in workshops organized by other stakeholders</i>	Number	21	24
<i>Number of Outlook Forums organized</i>	Number	2	3
<i>Participants at CAPA organized events</i>	Number	350	450
<i>Attendees at events organized by other organizations where CAPA team is invited to present</i>	Number	1,000	1,500

In the longer term CAPA purports to:

- Upgrade the analytical capacity of Bulgarian agricultural economic research, delivering objective, quantitative analyses, which address the practical needs and demands of different stakeholders;
- Improve the agricultural research toolkit used in Bulgaria and broadly disseminate new state of the art methods and research approaches to a new generation of researchers and analysts;
- Establish a solid reputation of the Centre for Agricultural Policy Analysis (CAPA) and slowly become a self-sustainable analytical capability and sought-after partner by agri-business, agricultural unions, the Ministry of Agriculture and Food and other public entities, media, etc.

¹ CAPA will improve the very basic forecast analyses of the 3 cereals sectors (ordered by Louis Dreyfus) and develop forecast analyses for cow milk, poultry, beef and pig meats. These, together with 3 covered vegetable industries will be further included in the national prices forecast module

² The calculation of compensatory payments in RDP 2020, analyses on the agricultural and rural development as a baseline for drafting the Rural Development Program 2020, effects and implications from the new schemes of direct support, impact from quota removal on Bulgarian dairy sector are straightly elaborated for MAF.

³ There are occasions when only the individual contracting is feasible.