



Baseline Terms of Reference

Beef Enterprise Strengthening and Transformation (BEST) Project

EuropeAid/I57821/DD/ACT/ZW Project

Project number: Z212055

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World Vision Zimbabwe



Acknowledgements

The following people contributed to this document:

WVZ QA Team

BEST Project Implementing Partners

WV Germany

Affirmation

Except as acknowledged by the references in this document to other authors and publications, the TOR and references described herein consist of our own work undertaken to advance project accountability, monitoring and evaluation as part of the requirements of World Vision's Design, Monitoring and Evaluation Learning System. The contribution of the other people in formulating this document is fully recognized but it was entirely our responsibility to ensure that the information was compiled to have this complete document.

The primary qualitative and quantitative data that will be collected throughout the baseline process will remain the property of the communities and will be used with their consent.



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List of Acronyms

AGRITEX.....	Agricultural Technical and Extension Services
BEST.....	Beef Enterprise Strengthening and Transformation
BVC.....	Beef Value Chain
CLPD.....	Crop & Livestock Production Department
DR&SS	Department for Research and Specialist Services
DVS	Department of Veterinary Services
GoZ.....	Government of Zimbabwe
ITS.....	identification and traceability systems
LMAC.....	Livestock Meat Advisory Council
MFIs.....	Micro Finance Institutions
MLAWCRR.....	Ministry of Lands, Agriculture Water, Climate and Rural Resettlement
MoSME.....	Ministry of Small and Medium Enterprises
PSPs.....	Private Sector Players
QA.....	Quality Assurance
SAT.....	Sustainable Agriculture Trust
SO.....	Support Office
TOR.....	Terms of Reference
WHH.....	Welthungerhilfe
WV.....	World Vision
WWSZ.....	World Vision, WHH and SAT Zimbabwe
ZADT.....	Zimbabwe Agriculture Development Trust



Introduction and context

This proposed action, Beef Enterprise Strengthening and Transformation (BEST), is a product of co-creation, which involved a collaborative development of strategies together with key beef value chain (BVC) stakeholders. The action to transform the current BVC to a commercialized, viable industry in Zimbabwe will be organized by the WWSZ consortium comprised of four dynamic main member organizations (World Vision (WV), Welthungerhilfe (WHH), Sustainable Agricultural Technology (SAT), and Zimbabwe Agricultural Development Trust (ZADT)). **WVZ** (Lead Applicant) will lead project implementation in Mashonaland and Manicaland provinces of Zimbabwe while **WHH** (Co-applicant) will cover project implementation in the Midlands province of Zimbabwe. The third co-applicant, **SAT**, will focus on Masvingo, Matabeleland South, and Matabeleland North provinces of Zimbabwe while **ZADT**, who is an associate member of the consortium, will have a national focus as their work includes financial inclusion services and market linkages, which is key to the success and sustainability of the BVC.

In the targeted provinces the project will primarily be implemented in 10 districts shown

	Province	Primary Targeted District	Wards	Comments
1	Mashonaland Central	Mount Darwin	TBA	The project is not necessarily confined to this district, it may extend to other districts within the province
2	Manicaland	Makoni, Buhera	TBA	The project is not necessarily confined to these districts, it may extend to other districts within the province
3	Midlands	Gokwe South, Kwekwe, Shurugwi	TBA	The project is not necessarily confined to these districts, it may extend to other districts within the province
4	Matabeleland North	Umguza, Lupane	TBA	The project is not necessarily confined to these districts, it may extend to other districts within the province
6	Masvingo	Mwenezi, Chiredzi	TBA	The project is not necessarily confined to these districts, it may extend to other districts within the province

These geographical areas have been selected based on the existing infrastructure, a considerable number of herds in various local farming communities, and the presence and experience of WWSZ, coupled with strong working relationships with major PSPs.



From around year 2000 to date, the BVC in Zimbabwe has been poorly performing owing to a cocktail of challenges and issues that include but not limited to poor farmer organisation and beef cattle farming as a business, limited access to superior beef cattle genetics, poor extension services, limited access to lucrative markets. poor drought management practices, poor policy implementation and outdated legislative frameworks as well as limited financial inclusion amongst other challenges and issues. The intended action is therefore aimed at creating an enabling environment for the improvement of the BVC in the targeted areas. For this to be realised, consortium partners will work closely with key stakeholders in the BVC and these include Small to Medium scale beef cattle farmers, major Private Sector Players (PSPs) and governmental authorities. Some of the PSPs that are targeted under this action include Nurture Finance (NF) and CC Sales, Surrey Abattoirs and Sabie Meats, MC Meats Koala Park Butchery and Abattoir and Balu Pecan and Livestock Company. This action will be implemented over a period of 48 months and by the end of the project implementation period it is anticipated that the following objectives will have been met:

1. **Overall Objective:** To contribute to the development of a strong, competitive BVC that promotes enhanced trade, employment creation, food security and inclusive green economic growth.
2. **Specific Objective 1:** Economically, socially and environmentally sustainable livelihoods for small to medium (StM) beef cattle producers are improved based on good Animal husbandry practices within the beef value chain
3. **Specific Object. 2:** To improve the enabling environment for a sustainable and inclusive BVC in Zimbabwe
4. **Outcome 1:** Increased production and productivity of the BVC.
5. **Outcome 2:** Improved access to competitive markets (Capacity and Institutional Development).
6. **Outcome 3.** Improved regulations, legislation and policies governing the BVC.
7. **Outcome 4.** Improved financial products for the beef value chain.

WVZ intends to conduct this baseline study to benchmark project indicators at the start of project implementation. This will be the basis for assessing performance of project interventions at mid-term and end-line evaluation. The baseline study will be led by an external consultant who will be supported by WVZ QA department, WVZ livelihoods team and project management team. The survey process will make use of mixed tools that will be designed by the survey lead. These may include the following:

- Household survey
- Focus group discussions
- Key Informant Interviews
- Observation and
- Desk review.



Project Information:

Programme/Project	Beef Enterprise Strengthening and Transformation (BEST) Project.
Project Phase	01 February 2019 - 31 January 2023
Study Type	Baseline
Study Purpose	To benchmark project indicators at the start of project implementation. This will be the basis for performance evaluation of project interventions at end-line
Primary Methodologies	The study lead is expected to provide a detailed and suitable methodology in line with the objectives. This will require a robust selection of quantitative and qualitative methods applied at the various points in the exercise and with different sampling units
Baseline Start and End Dates	29 July 2019 to 14 September 2019
Anticipated Draft Report Release Date	01 September 2019

2. Description of Project Being Implemented

The goal of the project is a robust, competitive BVC that promotes enhanced trade, employment creation, food security, and inclusive green economic growth in 6 beef cattle producing provinces of Zimbabwe (Manicaland, Mashonaland Central, Midlands, Matebeleland North, Matebeleland South and Masvingo). In the current action WWSZ will actively engage with the Government of Zimbabwe (GoZ): Ministry of Lands, Agriculture Water, Climate and Rural Resettlement (MLAWCRR), counterparts from Department for Research and Specialist Services (DR&SS), Department of Veterinary Services (DVS), Crop & Livestock Production Department (CLPD), Agricultural Technical and Extension Services (AGRITEX) and Ministry of Small and Medium Enterprises (MoSME) to accomplish the overarching objective of the action. In order to create sustainable systemic changes in the BVC, the focus of the action will be on strengthening existing partnerships and forging new ones with key stakeholders: GoZ, major PSPs, Livestock Meat Advisory Council (LMAC), StM farmer groups, associations, and Micro Finance Institutions (MFIs). WWSZ will engage with these actors through innovative initiatives to transform the current subsistence communal farming sector to a more sustainable commercialised beef industry.



This beef value chain initiative will target 24,900 StM beef producers and 100 commercial beef producers in six provinces of Zimbabwe. The project proposes to assist StM beef producers in the targeted communities' access pluralistic extension services, improved access to better markets and improved access to favourable financial markets. These services will be accessed mainly through private-sector managed cattle business centres that will be established under this action. Considering the worsening economic situation in the country, the project shall promote utilisation of high-nutrient low cost livestock feeds, link farmers to input and output markets and facilitates training of farmers on business development services. Most of these services will be offered at CBCs in close collaboration with private sector players. These CBCs will be managed by private sector players and owned by the community. Energy harvesting technologies (biogas digesters) and clean energy (solar) will also be demonstrated and promoted at main cattle business centres. The project will therefore conduct performance annual audits in order to assess performance of the established CBCs and, where necessary, make adjustments. For effective communication and information dissemination BEST project will develop, implement and coordinate mobile-based communication and information dissemination platforms and strategies. In an effort to control movement and enhance monitoring of cattle benefiting from the proposed action, BEST project will promote the usage of cattle identification and traceability systems (ITS) across all districts implementing the action.

For this to be realised the project will work to improve the project operating environment, focusing mainly on reducing cost of compliance, facilitating the formation of vibrant farmers unions and associations that are focused on beef cattle production and productivity. In addition the unions and associations will be trained and capacitated on legal and advocacy issues in the beef value chain. Other interventions under this project include:

- *Support LMAC to establish an effective beef strategy and Beef Producers Association;*
- *Strengthen LMAC's coordinating role on beef regulations*
- *Facilitate and launch the "Beef Strategy" with LMAC, farmer unions and farmer associations*
- *Design a sustainable membership fee/value chain levy in close consultation with both female and male players*
- *Conduct a beef financial sector study*
- *Provide technical training for financial institutions on development and improvement of financial products for BVC*
- *Provide training for financial institutions on performance measurement and client services*
- *Develop financial models that are tailor-made for the BVC (especially medium and long-term) and to both small holders and larger farms; and to meet both men's and women's different challenges, demands and rights*
- *Assist insurance firms to develop appropriate insurance products for the BVC sector*
- *Disseminate results and communication at wards, districts, provincial and national levels*



The project will aim for gender equity and equality when implementing all the targeted interventions.

Operational Period for programme	01 February 2019 – 31 January 2023 (4 year)
Programme target population	Mt. Darwin, Makoni, Buhera, Gokwe, Kwekwe, Shurugwi, Umguza, Umzingwane/Lupane, Mwenezi and Chiredzi districts reaching out to approximately 24,900 StM beef producers and 100 LSCF.

Programme Goal	Robust, competitive BVC that promotes enhanced trade, employment creation, food security, and inclusive green economic growth (approx. 24,900 StM farmers)
Goal Indicator #1:	% increase in average gross margins for the BVC actors (disaggregated by actor)
Goal Indicator #2:	% increase in beef cattle marketing efficiency
Goal Indicator #3:	Increase in per-capita beef consumption (<i>to get standards from LMAC</i>), disaggregated by operational area.
Goal Indicator #4:	Increase in Household Dietary Diversity Score
Goal Indicator #5:	% increase in number of new decent jobs created in BVC for both women and men and unemployed youth in particular (disaggregated by sex & age, by VC element (production, processing, trade/sale)
Specific Objective I I	Economically, socially and environmentally sustainable livelihoods for StM beef cattle producers are improved based on good animal husbandry practices within the beef value chain
Indicator # 1:	% increase in number of beef producers & processors benefiting from improved environmental management practices disaggregated by (% women participating in beef value chains - producers and



	processors; % youth participating in beef value chains - producers and processors)
Indicator # 2:	% increase of beef producers adopting renewable energy technologies (and other environmental friendly practices) disaggregated by % women among producers and processors; % youth among producers and processors
Indicator # 3:	% increase in the annual incomes of StM beef producers, assisted to access more lucrative beef markets (disaggregated by sex & age)
Indicator # 4:	% increase in the number of women, Men and Youths engaged in better/decent jobs
Specific Objective 2:	An enabling environment for a sustainable and inclusive beef value chain
SO2 Indicator # 1:	Improvement in the policy development index/ score
SO2 Indicator # 2:	Proportion (%) of beef producers, processors and retailers with increased access to financial services; disaggregated by sex, age, location/ethnicity / % women, % youth
Intermediate Outcome 1:	Increased production and productivity of the beef value chain
IO1 Indicator #1:	% increase in calving rate in target areas
IO1 Indicator #2:	% increase in cattle herd size in targeted areas
IO1 Indicator #3:	Reduction in cattle mortality rates
IO1 Indicator #4:	% increase in quality of cattle/meat produced by StM farmers moving from lower to higher meat grades; disaggregated by sex, age, location of farmers/producers
Intermediate Outcome 2:	Improved access to competitive and inclusive markets (Capacity and Institutional Development)
IO2 Indicator #1:	% of trained StM beef producers applying new business development skills acquired through this action (disaggregated by sex, age of producers and trainers)



IO2 Indicator #2:	% increase in volume of beef traded by targeted StM scale cattle producers (disaggregated by sex, age, economic status/household annual income of producers/ type of farmer, and location)
IO2 Indicator #3:	% increase in slaughter off-take rates
Intermediate Outcome 3:	Improved regulations, legislation and policies governing the beef value chain
IO3 Indicator #1:	Proportion of rights-based and gender-sensitive lobbying and advocacy initiatives adopted within the beef value chain at local, provincial and national level. (2 issues per district, 2 at national = 22 Issues)
Intermediate Outcome 4:	Improved, socially inclusive financial products for the beef value chain
IO4 Indicator #1:	Proportion of StM beef producers that apply for credit to financial institutions (disaggregated by sex and age, location and economic status of producers)
IO4 Indicator #2:	Proportion of StM beef producers utilising formal financial services / products (disaggregated by sex and age, location and economic status of producers)
IO4 Indicator #3:	Average loan size disaggregated by type of institution, tenure of loan and clientele/VC actor.

3. Baseline Target Audiences (i.e., For whom is the baseline intended?)

Audience for this baseline are key project stakeholders that include beneficiary communities, Ministry of Agriculture (including CLPD, Veterinary Services and Agritex), Rural District Councils, Beef Value Chain Players (producers, input suppliers, processors, wholesalers, retail markets etc.) WV Zimbabwe, WV Germany Office and the European Commission.

4. Baseline Type

This TOR is for a combination of impact and outcome assessment. This will be the basis for assessing effects of project interventions on the target population at end-line. In addition, the baseline study is also expected to do a thorough assessment of project output indicators that are detailed in the project design document.



5. Baseline Purpose and Objectives

The overall objective of the assessment is to provide an information base against which to monitor and assess progress and effectiveness of the intended action during implementation and after the action is completed. The baseline study will therefore establish current figures/values for project outcome and impact indicators and where possible, compare these to national averages. Specific objectives are:

- a. To assess the economic status and employment opportunities of StM beef producers in the targeted BEST project areas prior to implementation of the proposed action
- b. To assess the food and security status of StM beef producers in the targeted BEST project areas prior to implementation of the proposed action
- c. To assess cattle production practices in the targeted BEST project areas prior to implementation of the proposed action, including access to production inputs, disease identification and management
- d. To assess the beef cattle slaughter off-take rate
- e. To assess pricing regime
- f. To assess private sector involvement and participation in the entire beef value chain in Zimbabwe
- h. To establish current means of accessing BVC information
- i. To establish unions and associations that are currently involved in BVC and assess how they operate.
- j. To assess the ability of the current BVC to create decent jobs for men, women and youths
- k. To assess green economic growth practices in the current BVC.
- l. To assess the policy and legislative environment governing beef production, processing and marketing in Zimbabwe
- m. To assess financial models available for beef value chain actors in Zimbabwe.

6. Baseline Methodology

A suitable and detailed methodology in line with the objectives of the study should be provided by the consultant at baseline study inception. This should involve a robust selection of quantitative and qualitative methods applied at the various points in the exercise and with different sampling units (individual, household, group, private sector players', government stakeholders etc.). One of the critical tasks will be to match the methods selection with the



diverse range of information/data that needs to be collected and to determine the appropriate sampling frames, selection method and sample sizes at each point in the study.

The key responsibility for determining baseline study questions lies with the survey lead person (consultant). Nonetheless, the survey lead person will be expected to work with project staff and stakeholders to refine a set of key questions for the baseline study. This should lead into the development of an indicator matrix (the indicator checklist against tools to be developed), designing of data entry templates as well as developing data analysis plan. As a minimum the indicators measured during the baseline survey will also be measured at EOP evaluation in order to determine change. Training of data collectors in quantitative and qualitative methods of data collection will be done thoroughly before the exercise in order to ensure there is a common understanding of data to be collected from all districts.

The survey lead will, therefore, work with team members in the project to derive the best possible accuracy and relevance of the questions used in the focus group discussions, household survey and the data collection forms.

The study will be carried out in a participatory manner and will include all the relevant beef value chain actors and stakeholders (producers, processors, wholesalers, input providers and consumers). The project team will organise introductions with stakeholders and also assist in mobilising participation and the provision of feedback to participating communities.



8. Authority and Responsibility

8.1 Team Members and Roles

The following is the detail of the main functions of the team that will participate in the baseline process.

Baseline Phase	Responsible Person	Primary Task
Planning	Project Team Leader	Review and submit TOR and Baseline plan to support Office
		Supervise planning of baseline logistics and resourcing
	WWSZ A,M&E team	Draft TOR, share draft TOR
		Refine and consolidate feedback to finalize TOR
		Finalize baseline plan
		Support supervision of data collection processes
	BEST project district officers and AP managers.	District level Stakeholder mobilisation, Community level mobilization and provision of required information
	Survey Lead	Prepare detailed plan and develop tools for data collection and analysis to achieve baseline objectives
WVZ livelihoods & Food Security Technical Advisor	Provide technical support assistance to the BEST project team, especially at tool designing and training of enumerators	
Support Office	Provide technical support assistance to the BEST project team as and when necessary Review ToRs	
Data Collection & Analysis	Survey Lead (Consultant)	-Provide training and coaching to baseline team members as necessary -Oversee all data collection and analysis activities -Perform checks on trustworthiness of collected data/information



		-Coordinate all data analysis processes
	QA Livelihoods Coordinator	Backstop and provide technical support assistance to the team
	Enumerators and stakeholders	Data collection and participating in Focused group discussions
	Community members, VC actors	-Support the mobilization of the community -Identify and provide safe and secure venues for this process -Participate in data collection process as respondents or key informants.
Reporting and follow up	Survey Lead	Lead data analysis, draft technical report and other products, get feedback from team and advisors, finalize reporting products
	WWSZ BEST team	Review and comment on the draft baseline report.
	Team Leader	Sharing of report with stakeholders.
	WV Food Security Advisor	Provide feedback on reporting products
	Support Office	Provide feedback on reporting products

Roles and Responsibilities of the Baseline Study Lead (Consultant)

The Study Lead will coordinate with baseline team members to carry out the baseline study for the project to the required standard. Accordingly, he/she will coordinate field level data gathering, processing and writing up of the final report and benchmarking of indicators. He/she is also responsible for the day-to-day management of baseline activities. The survey lead will also provide guiding notes on how each and every key question will be administered and how the responses should be captured. In general, the major responsibilities of the Study Lead include the following:



- ✓ Review of program documents and preparation of a brief baseline design document
- ✓ Develop the baseline timeline/schedule and select interview and focus group discussion participants.
- ✓ Lead training of data enumerators.
- ✓ Collect, triangulate and summarise the primary and secondary data for quantitative and qualitative analysis and study,
- ✓ Prepare data collection tools for review, feedback and possible translation into local language to make it more understandable and easy to use by the baseline team members if needed,
- ✓ Conduct a detailed baseline assessment, assessing all the relevant components of the project.
- ✓ Undertake in-depth interviews with relevant participants and sector experts in order to gain valuable and relevant information;
- ✓ Conduct briefing and de-briefing with project stakeholders and representatives of beneficiaries
- ✓ Validate findings with Stakeholders, BEST project team & WVZ representatives (Preliminary Presentation of Report)
- ✓ Prepare and submit draft baseline report for review and feedback,
- ✓ Submit final baseline report in hard and electronic copies.

8.2 Partners (i.e., Who will be involved in the baseline?)

The partners involved in this baseline study will include project implementing partners and all the key project stakeholders. These include WHH, SAT, beneficiary communities, Ministry of Agriculture, Private Sector Partners and Rural District Councils.

Partner	Role
WHH, SAT, WVZ	Senitization with local authorities and communities. The implementing partners will also provide for the welfare of enumerators as well as provision of transport for the exercise. All the needed product documents will also be availed by the implementing partners.
Ministry of Agriculture	Key Informants (KIs), identification of other KIs,
Private sector	KI respondents
RDCs	KI, ensuring security and community sensitization
Beneficiaries	Respondents
EU	Provide funds for the exercise



9. Logistics

The project team will set up a committee who will effectively plan for and coordinate the logistics for the entire baseline process. This responsibility will include:

- ✓ Reserving workspace for the baseline team throughout the fieldwork period
- ✓ Putting together documents for review, availing them to members throughout the baseline period.
- ✓ Identify enumerators and sign agreements with them
- ✓ Develop a schedule for community visits, data collection and Focus Group Discussions – following the protocols for being present in communities for these activities
- ✓ Identify and make available the necessary number of vehicles and staff required for trips
- ✓ Arrange for meals and lodging/hotel accommodation for team members
- ✓ Purchase materials, supplies, etc. for trainings and data collection
- ✓ Printing/copying of materials

10 vehicles (10 seaters) will be needed for the exercise with one vehicle per district for data collection

10. Limitations

Limited time, meltdown of economy, fuel shortages and political instability may be some of the major limitations with regard to assessment processes in Zimbabwe and this makes it often challenging to keep up strictly with laid down guidelines and study agenda. In addition, some households are hard hit by the current economic hardships compounded by successive agriculture seasons that are characterised by poor rainfall distribution and disease outbreaks and this may result in misrepresentation of facts in anticipation for aid. To address this issue, firstly WV Zimbabwe will ensure transport logistics and welfare of enumerators is provided for by the organisation (WVZ). In addition, WVZ will allocate extra overflow days for field data collection were necessary. WVZ team will also work closely with local authorities and security department to ensure that the evaluation field processes are conducted in the most appropriate time and secure condition.



II. Timeframe

The baseline timelines and processes are summarized in the table below:

Project name:	Beef Enterprise Strengthening and Transformation (BEST) Project.
Project goal:	Robust, competitive BVC that promotes enhanced trade, employment creation, food security, and inclusive green economic growth (approx. 24,900 StM farmers)
Project phase:	Baseline
Project budget for baseline:	Consultant
Project location:	Mashonaland Central Province, Midlands, Manicaland, Masvingo, Matebeleland North and Matebeleland South. Primary target districts : Umguza, Lupane, Mwenezi, Chiredzi, Kwekwe, Gokwe South, Shurugwi, Mt. Darwin, Makoni and Buhera
TOR submission for SO input:	08 April 2019
SO reviews TOR and sends to WVZ	15 April 2019
Final TOR submission to SO	16 April 2019
Hiring consultant	29 July 2019
Review of project documents by hired consultant	31 July 2019
Development of research tools by research consultant	02 August 2019
Finalisation of baseline inception report and sharing with WVZ and WVG	05 August 2019
Baseline inception meeting	07 August 2019



Finalisation of research tools	12 August 2019
Evaluation field work – train data collectors, test data collection instruments, collect data, enter data led by evaluator	16 August 2019
Clean, analyse and interpret data, write report by baseline lead including Draft Report Release	19 August 2019
Validate findings with Stakeholders & WVZ (Preliminary Presentation of Report)	26 August 2019
Evaluator works on feedback and send draft report to SO	01 September 2019
SO review evaluation report and sends back comments to WVZ	09 September 2019
Evaluator finalizes and submits hard and electronic copies of the final report and data sets used in report writing	14 September 2019

12. Products

This baseline study will have a number of products that are summarized below.

1. Survey inception report that should contain comprehensive data gathering tools and guidelines which will be approved before the baseline commences, data analysis plan and clearly explained data collection methods.
2. Cleaned quantitative and qualitative data sets.
3. One draft of report which will be circulated to all stakeholders. The report must be comprehensive and clearly structured (in simple English), that will provide a basis for rational and justification with clear realistic recommendations.
4. Final reports (which will incorporate feedback from all stakeholders). The report to be submitted in soft and hard copy. Two copies of the hard copy should be in colour and neatly bound



The final report shall be submitted in the following format:

- i. Cover page
- ii. Table of Contents
- iii. Acknowledgements
- iv. Affirmation
- v. Glossary/Acronyms and Abbreviations
- vi. Executive summary
- vii. Brief project overview
- viii. Methodology
- ix. Brief baseline design
- x. Key limitations to baseline data
- xi. How key survey questions will be addressed
- xii. Sampling strategy
- xiii. Data analysis plan
- xiv. Evaluation Findings
- xv. Conclusions and recommendations
- xvi. Outline of approach to utilize baseline findings
- xvii. Lessons Learned from the Baseline Process
- xviii. Appendices (Notes on baseline findings, recommendation and follow ups, Post survey action plan, survey questionnaire, checklists and instruments used for data gathering and analysis and other statistical data, etc.)

13. Budget

Total budget to be determined by consultant

14. Documents

Financial resources

World Vision with support from the European Union to fully fund the baseline study processes.

