



Beef Financial Sector Study Terms of Reference

Beef Enterprise Strengthening and Transformation (BEST) Project

EuropeAid/I57821/DD/ACT/ZW Project

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Acknowledgements

The following people contributed to this document:

- WVZ QA Team
- BEST Project Implementing Partners and Associates
- 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 implementation as outlined in the BEST project document. The contribution of the other people in the compilation of 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 study process will remain the property of World Vision Zimbabwe and for the benefit of communities it serves.

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List of Acronyms

AGRITEX	Agricultural Technical and Extension Services
BEST	Beef Enterprise Strengthening and Transformation
BVC	Beef Value Chain
CBCs	Cattle Business Centres
CLPD	Crop & Livestock Production Department
DR&SS	Department of Research and Specialist Services
DVS	Department of Veterinary Services
GoZ	Government of Zimbabwe
ICT	Information and Communication Technology
ITS	Identification and traceability systems
LMAC	Livestock and Meat Advisory Council
LSCF	Large Scale Commercial farmers
MFI	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
StM	small to medium
TOR	Terms of Reference
WHH	Welthungerhilfe
WV	World Vision
WVZ	World Vision Zimbabwe
ZADT	Zimbabwe Agriculture Development Trust

I. Introduction and context

This 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 BEST 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 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 as shown below. However, it may not be strictly confined to these districts.

	Province	Primary Targeted District	Wards
1	Mashonaland Central	Mount Darwin	TBA
2	Manicaland	Makoni, Buhera	TBA
3	Midlands	Gokwe South, Kwekwe, Gweru, Shurugwi	TBA
4	Matabeleland North	Umguzo and Lupane	TBA
6	Masvingo	Mwenezi, Chiredzi	TBA

These geographical areas have been selected based on the existing infrastructure, a considerable herd size in various farming communities, and the presence and experience of BEST, coupled with strong working relationships with major private sector partners (PSPs).

The intended action is 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 as well as some large scale beef cattle farmers, major Private Sector Players (PSPs) including financial institutions and governmental authorities. Some of the PSPs that will be targeted under this action include Nurture Finance (NF) and Cattle Company (CC) Sales, Surrey abattoirs and Sabie Meats (Partners), Montana Carswell Meats, Koala Park Butchery & Abattoir, Balu Pecan and Livestock Company, other smaller value chain players and financial institutions working with ZADT. This action will be implemented over 48 months and by 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.
 - **Specific Objective 1:** Economically, socially and environmentally sustainable livelihoods for StM beef cattle producers are improved based on good practice beef value chains
 - **Specific Object. 2:** To improve the enabling environment for a sustainable and inclusive BVC in Zimbabwe
2. **Outcome 1:** Increased production and productivity of the BVC.
3. **Outcome 2:** Improved access to competitive markets (Capacity and Institutional Development).
4. **Outcome 3.** Improved regulations, legislation and policies governing the BVC.
5. **Outcome 4.** Improved financial products for the beef value chain.

The forth outcome of this action require the BEST consortium to work together with government, banks, MFIs, and livestock insurance companies to provide improved, appropriate financial services to StM farmers and other BVC actors. In order to get an in-depth understanding of the BVC financial products and services, an external consultant is required to analyse the main drivers and risks for the sector, pricing and demand dynamics, number and relative importance of the different industry players, off-take dynamics, applicable policies, government support, distribution considerations and opportunities in the future. The consultant will also identify blind spots in financial institutions' training and understanding of the specific sector dynamics of local BVC, as well as main constraints for bank financing to the sector in relation to risk metrics and appetite of financial lenders.

The external consultant will be supported by BEST and WVZ DM&E teams in conducting the financial sector study. The beef financial sector study process will make use of mixed tools that will be designed by the survey lead (Consultant).

1.1 Project Information:

Programme/Project	Beef Enterprise Strengthening and Transformation (BEST) Project.
Project Phase	01 February 2019 - 31 January 2023
Study Type	Beef financial sector study
Study Purpose	To map and analyse the extent of financial services contributed by the financial sector and relevant key stakeholders to the beef value chain. This will cover Credit, Insurance, Savings and Investment and other products.
Primary Methodologies	The study lead is expected to provide a detailed and suitable methodology in line with the study purpose and objectives. This will require a careful selection of quantitative and/or qualitative methods applied at the various points in the study and with varying sampled units
Research Study Start and End Dates	29 July 2019 to 15 October 2019
Anticipated Draft Report Release Date	30 September 2019

2. Description of Project Being Implemented

The overarching goal of the project is to develop a robust, competitive BVC that promotes trade, employment creation, food security, and inclusive green economic growth in 5 beef cattle producing provinces of Zimbabwe (Manicaland, Mashonaland Central, Midlands, Matabeleland North, and Masvingo). In the current action BEST will actively engage with the Government of Zimbabwe (GoZ): Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement (MLAWCRR), counterparts from Department of 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 BVC, the focus of the action will be on strengthening existing partnerships and establishing new ones with key stakeholders: GoZ,



major PSPs, Livestock and Meat Advisory Council (LMAC), StM farmer groups, associations, Banks and Micro Finance Institutions (MFIs) collaborating with ZADT. BEST 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 five provinces of Zimbabwe. The project proposes to assist StM beef producers in the targeted communities' access to 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 (CBCs) 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 facilitate 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 promoted at main cattle business centres. The project will therefore conduct annual performance 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 of cattle 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.

The BEST project has a financial inclusion specific outcome to enhance opportunities for beef value chain actors and farmers to access and use quality, affordable and appropriate financial products and services. Key activities for the financial inclusion outcome are given below:

- *Conduct a beef financial sector study*
- *Provide technical training for financial institutions on development and improvement of financial products for the BVC*
- *Provide training for financial institutions on beef value chain financing 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*

NB: The project will aim for a deliberate and strong women and youth inclusion when implementing all the targeted interventions.

Operational Period for programme	01 February 2019 – 31 January 2023 (4 year)
Programme Budget for the Study	Activity budgeted for USD 27,000
Programme target population	Mt. Darwin, Makoni, Buhera, Gokwe North, Kwekwe, Shurugwi, Umguza, Lupane, Mwenezi and Chiredzi districts reaching out to approximately 24,900 StM beef producers and 100 LSCF.

SPECIFIC OUTCOME AND INDICATORS

Programme Goal	Robust, competitive BVC that promotes enhanced trade, employment creation, food security, and inclusive green economic growth (approx. 24,900 StM farmers)
Financial Inclusion 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. Beef financial sector study (i.e. for whom is the Study intended?)

Audience for this study are key project stakeholders that include beneficiary communities, Financial Institutions and relevant regulatory authorities; Ministry of Agriculture (including Veterinary services and Agritex), Rural District Councils, Beef Value Chain Players (producers, input suppliers, processors, wholesalers, retail markets etc.) WV Zimbabwe, WV Germany Office ZADT and the European Commission.

4. Beef Financial Sector Study Type

This study will contribute to both impact and outcome assessment. It will form the basis of assessing effects of project interventions on the target population at end-line.

5. Beef financial sector study purpose and objectives

The purpose of the study is to map and analyse the contribution of the financial sector in relation to provision of financial services to the beef value chain. This includes levels/terms of financial services offered by financial institutions for the beef value chain and the participation, uptake, usage, quality and impact by relevant actors covering savings, investment, credit and insurance among other financial products. The study will also explore financial products offered by the private sector beef value chain actors and any other relevant stakeholders. The specific objectives of the study are:

- a. To examine the level of financial institutions involvement and participation in the beef value chain in Zimbabwe
- b. To assess level of financial institutions outreach, uptake, usage and quality
- c. To assess available financial products being used by financial institutions to service the beef sector.
- d. To identify opportunities within the beef value chain where facilitation of access to finance will lead to expanded production and market supply.
- e. To examine the financial policy and legislative environment governing and affecting the beef value chain
- f. To analyze financial models available for beef value chain actors in Zimbabwe.

6. Research Methodology

A suitable and detailed methodology in line with objectives of the study should be provided. The researcher must present a clear research plan with deliberately planned arrangement of conditions for analysis and collection of data in a manner that aims to combine relevance to research purpose with the economy procedure. It is expected that both quantitative and qualitative research methodologies will be used in the study. Primary and secondary data must be collected and triangulated. Secondary data must include published works that are academically acceptable. Primary data has to be collected using different methods such as Key informant interviews, Focus group discussions and surveys among all beef value chain players and actors. There must be a predetermined sample of respondents. The project team will

guide the Consultant to give a general view of the beef value chain landscape in Zimbabwe. The consultant will work with team members in the project and align the study to the objectives. The project team will facilitate study introductions and mobilising selected participants as well as the provision of feedback to participating communities.

7. Authority and Responsibility

7.1 Team Members and Roles

The following is the detail of the main functions of the team that will participate during the study process.

Financial Study Phase	Responsible Person	Primary Task
Planning	Project Team Leader	Review and submit TORs and plan of the beef financial sector study to Support Office
		Supervise planning of logistics and resourcing for the study
	BEST A,M&E team	Draft TORs, share draft TORs
		Refine and consolidate feedback to finalize TORs
		Research
		Support supervision of data collection processes
	BEST project district officers and Field managers.	District level Stakeholder mobilisation, Community level mobilization
	Survey Lead (Consultant)	Prepare study proposal, which includes detailed methodology and data collection tools and clear implementation plan. Carrying out the study, data analysis and findings Preparation of the study feedback report

	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 study team members as necessary -Oversee all data collection and analysis activities -Perform checks on trustworthiness of collected data/information -Carry out all data analysis and reporting processes
	Quality Assurance Livelihoods Coordinator	Backstop and provide technical support assistance to the team
	Enumerators and stakeholders	Data collection and participating in Focused group discussions
	Community members, BVC 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 (Consultant)	Prepare Study Summary, Draft and Final report for the study

	BEST team	Review and comment on the draft study report.
	Team Leader	Sharing of report with stakeholders.
	WV Food Security Advisor	Provide feedback on study
	Support Office	Provide feedback on study

7.2 Roles and Responsibilities of the Beef Financial Sector Study Lead (Consultant)

The Consultant will **lead and coordinate** the study for the project to the required standard. Accordingly, he/she is responsible for preparing the draft and final reports and the day-to-day management of study activities. In general, the major responsibilities of the Consultant includes the following:

- ✓ Review of program documents (Including the project proposal, logframe and project workplans) and preparation of a brief study proposal document
- ✓ Develop the study timeline/schedule and select study participants.
- ✓ Lead training of data collection personnel
- ✓ Prepare data collection tools for review, feedback and possible translation into local languages to make it more understandable and easy to use by the study team members if needed,
- ✓ Collect, triangulate and summarise the data for quantitative and qualitative analysis
- ✓ Undertake introductory sessions and/or 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
- ✓ Provide brief study summary report
- ✓ Validate findings with Stakeholders (Government stakeholders, Farmer organisations, Financial institutions and regulatory authorities in the financial sector), BEST project team & WVZ representatives (Preliminary Presentation of Report)
- ✓ Prepare and submit draft report for review and feedback,
- ✓ Submit final report in hard and electronic copies.

7.3 Partners (i.e., Who will be involved in the study?)

The partners involved in this study will include project implementing partners and all the key project stakeholders. These include WVZ, WHH, SAT, ZADT, beneficiary communities,

Ministry of Agriculture, farmer organisations, LMAC, Private Sector Partners and Rural District Councils.

8. Logistics

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

- ✓ Reserving workspace for the study team throughout the fieldwork period
- ✓ Putting together documents for review, availing them to members throughout the study period.
- ✓ Identify study support staff
- ✓ Implement the schedule for community visits during the study
- ✓ Identify and make available the necessary resources required for the study trips
- ✓ Procure materials and supplies needed for trainings and data collection exercises
- ✓ Co-ordinate the printing/copying of materials

9. Timeframe

The Beef Financial Sector Study 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:	Implementation: Beef Financial Sector Study
Project budget for Beef Financial Sector Study:	Consultant
Project location:	Mashonaland Central Province, Midlands, Manicaland, Masvingo, Matabeleland North. Primary target districts : Umguza, Lupane, Mwenezi, Chiredzi, Kwekwe, Gokwe South, Shurugwi, Mt. Darwin, Makoni and Buhera
TOR submission for SO input:	14 June 2019

SO reviews TOR and sends to WVZ	21 June 2019
Final TOR submission to SO	26 June 2019
Hiring consultant	26 July 2019
Preparation of brief study proposal	29 July 2019
Project debriefing and introductory sessions	01 August 2019
Field work – train data collectors, test data collection instruments	6 August 2019
Field Work – Data Collection	12 August 2019
Clean, analyse and interpret data	5 September 2019
Study Summary	9 September 2019
Validate and prepare findings	9 September 2019
Finalise draft report and share with WVZ	16 September 2019
Evaluator works on feedback and send draft report to SO	23 September 2019
SO review evaluation report and sends back comments to WVZ	7 October 2019
Evaluator finalizes and submits hard and electronic copies of the final report and data sets used in report writing	15 October 2019

10. Products

This beef financial sector study will have 5 products as summarized below.

1. Survey tools and guidelines to be presented in the brief proposal, which will be approved before the study commences.
2. Cleaned data sets.
3. A study summary brief
4. A draft report which will be circulated to all key 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.



5. Final report (which will incorporate feedback and approval 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.

11. Budget

The researcher will present a reasonable budget sufficient to complete the study.

12. Documents

Relevant project documents will be supplied to the researcher including the project proposal, log frame and work plans.

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