



***Technical Assistance to the Zimbabwe  
Agricultural Growth Programme  
(Contract ref.: FED/2017/390-142)***

***Terms of Reference for a request for service to support the  
Beef Value Chain Assessment Study***

<b>Project title</b>	<b>Technical Assistance to the Zimbabwe Agricultural Growth Programme</b>
<b>Project number</b>	FED/2017/390-142
<b>Country</b>	Zimbabwe
<b>Project dates</b>	2019 – 2023

## The Zimbabwe Agricultural Growth Programme (ZAGP) Introduction

Under the 11th European Development Fund, the European Union and Zimbabwe formulated the Zimbabwe Agricultural Growth Programme (ZAGP). The ZAGP (2019-2023), with a budget of EUR 40 million, has the overall objective **to contribute to the development of a diversified and efficient agriculture sector that promotes inclusive green economic growth**. The ZAGP consists of five outcomes each addressing key constraints:

1. Increased production and productivity of the livestock sector;
2. Livestock products have better access to markets and are more competitive;
3. Increased public and private investment in targeted livestock value chains;
4. Improved agricultural education systems and extension services; and
5. Institutions strengthened to develop and implement institutional and regulatory framework.

The ZAGP is being implemented through 6 projects namely the Beef Enterprise Strengthening and Transformation (BEST); the Transforming Zimbabwe's Dairy Value Chain for the Future (TranZDVC); the Inclusive Poultry Value Chain (IPVC); the Value Chain Alliance for Livestock Upgrading and Empowerment (VALUE); the Transforming Zimbabwe's Animal Health and Food Safety Systems for the Future (SAFE); and the Zimbabwe Agricultural Knowledge and Innovation Services (ZAKIS) project.

### Purpose of the request for services

The Technical Assistance to the ZAGP (TA ZAGP) seeks to conduct an assessment of the beef value chain to gauge the impact that the Beef Enterprise Strengthening and Transformation (BEST) intervention has so far had on the various stakeholders and enterprises.

The objectives of this request for services are as follows:

1. Determine the number of value chain players by value chain node who have been supported by the project and the type of support that has been provided at each respective value chain node? (disaggregated in terms of sex of beneficiary and their age).
2. What are the major costs associated with the production of beef products? What efforts has the BEST project undertaken to reduce cost of production for the value chain players, e.g. cost of feed; compliance costs; cost of drugs; cost of labour; etc.? What have been the trends in these costs over the past 3 years? What proportion of value chain players have reported reduction in costs and what has been the magnitude of this reported reduction?
3. Examine the policies and regulations that have impacted on the beef value chain in recent years. What is the number of policies, strategies, regulations, standards and guidelines developed or revised and

#### **BEST Project**

The BEST project's overall objective is a robust, competitive beef value chain (BVC) that promotes enhanced trade, employment creation, food security, and inclusive green economic growth.

The project has four outcome objectives as follows:

- a) Increased production and productivity for a sustainable and inclusive beef value chain.
- b) Improved access to competitive markets (capacity and institutional development).
- c) Improved regulations, legislation and policies governing the BVC.
- d) Improved financial products for BVC.

**More detailed information will be provided to the selected service provider.**

adopted by Government with EU support? What number and percentage of smallholder farmers indicate that they have provided or received information on diseases namely Rabies, Anthrax, Cholera, Typhoid, Dysentery, salmonella, listeria, swine fever, Newcastle, etc.? To what extent has the project made a positive impact on improving the operating environment for the beef value chain players? What have been the changes, if any, in the cost of compliance for the value chain actors? What local and national level advocacy systems and structures are in place for improving the operating environment for value chain players?

4. To examine the growth that has occurred in the beef value chain as a result of the BEST project interventions, focussing on but not limited to, growth in number of value chain players; growth in number and percentage of beef cattle kept; changes in genetics and carcass weight; number of beef products and levels of value addition taking place; changes in employment levels (number and type of new jobs<sup>1</sup> created and number and type of jobs protected/sustained); adoption of good animal husbandry practices (feeding practices, record keeping practices, animal housing, etc.); values and percentage changes in sales volumes; off-take rates; values and percentage changes in incomes; values and percentage changes in profits and gross margins; and values and percentage changes in wages.
5. Establish the impact of the BEST project on the health of the animals focussing on types of cattle diseases that are common, changes in these cattle related diseases occurrence; mortality rates; changes in the quality of meat produced; etc.
6. Examine the project's value addition to the sub-sector. This should include analysis of the services and products being offered by the project in relation to services and products being offered by competitors. This should examine issues around prices, quality of products and services, delivery methods and delivery times, etc.
7. What financial services are the value chain players accessing and benefiting from? How many farmers and firms have benefited from financial service products as a result of the BEST project initiatives? Who are the main players in providing funding to the beef value chain players? To what extent has the BEST interventions enabled the value chain players to access these financial products? What range of financial projects have been promoted by the BEST project? Are the farmers aware of these services? What has been the level of uptake and utilisation of the financial services? To what extent has the products impacted on the VC performance as well as quality of life of the recipients? What is the level of indebtedness of the farmers and how has it been changing over time?
8. Examine the management structure of the project and establish their efficiencies and leadership succession dynamics including the extent of participation of women and youth in leadership positions. This should include analysis of various institutions established under the BEST project. What is the number of farmer unions/producer organisations provided with capacity building support by the BEST project? What type of support was provided? To what extent are they sustainable? What proportion of total variable costs of these groups is covered by internally generated income?
9. Establish the extent to which women and youth issues have been mainstreamed in the project components. This should also specifically focus at the participation of female youth beneficiaries. What factors have contributed towards promoting or discouraging the participation of female, male youth and women in the various nodes of the value chain?
10. Establish the extent to which green technologies have been incorporated in the project and are being adopted by the beneficiary farmers and other value chain players. What percentage of farmers and other value chain players disaggregated by sex and age have adopted the use of green technologies? Which are the most

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<sup>1</sup> Including type of contract (whether permanent or casual)

common technologies being adopted? What factors are promoting or hindering the adoption of such technologies? What are the cost implications of adopting the technologies?

11. Establish the impact of the project on the usage, depletion or restoration of the local natural resources environment e.g. water, soils, air, forests, ecosystems and biodiversity.
12. What has been the extent of adoption and usage of communication technologies including management information systems (MIS), WhatsApp, Twitter, Facebook, SMS, etc. In what aspects of business for value chain players have these been more beneficial? What is the number and percentage of farmers receiving demand led pluralistic<sup>2</sup> and gender inclusive extension services with EU support? What is the number and percentage of smallholder farmers in BEST project accessing and utilising extension information through BEST Mobil e/web-based platforms?
13. What markets are the value chain players accessing and benefiting from? To what extent has the BEST interventions enabled the value chain players to access these markets? How many value chain players are selling their products through the BEST facilities/infrastructure/ interventions? What proportion of the total market are these sales? What have been the trends in the growth of value chain players selling through BEST facilities/infrastructure/interventions?
14. What type, value and percentage of private sector investment out of the total PPP investment schemes for infrastructure has been generated in the value chain? Distinguish between new infrastructure investment and rehabilitated infrastructure investment. Establish the monetary value of both agricultural infrastructure and consumables unlocked into the targeted value chains through EU support. What is the number of smallholder farmers currently receiving services from the private sector companies supported by the BEST project?
15. What value chain standards have been promoted by the project for adoption by the value chain players? What percentage of targeted smallholder farmers and other value chain players are able to meet the value chain standards and SPS requirements, supported by their producers organisations, disaggregated by gender?
16. Provide a detailed analysis of the perception of value chain players on the quality of services that are being offered by the BEST project. Contrast this in relation to the quality of services that other players in the value chain are offering to the markets?
17. Provide detailed description and analysis of the project's unintended positive and negative outcomes and impacts.
18. Establish the lessons learned in the implementation of the BEST project and factors promoting project sustainability.
19. Provide recommendations for improving project outcomes and impacts.

### **MTE Methodology and steps**

The assessment should be a transparent and participatory process involving all beef value chain categories including farmers, integrators, processors, distributors, regulators, research institutions and consumers. The research methodology should employ mixed methods for data collection.

The assessment will have two levels of analysis and validation of information:

Level 1 will start with a desk review of information sources on project document, progress reports and annual project reports, monitoring reports and relevant government reports on the implementation of the project; evaluation reports for development interventions in the

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<sup>2</sup> Pluralistic means from more than one extension service providers.

beef sub-sector, technical products developed during the project implementation, meeting minutes of the important meetings, capacity assessment report conducted in the beginning of the project implementation.

Level 2 will involve in-depth analysis of the project both through by qualitative and quantitative data collection, analysis and interpretation. Level 2 will involve field visits (subject to COVID-19 restrictions). The study number of data collection approaches ranging from document review, interviews, focus group discussions, surveys and, observation, depending on the final methodology. A qualitative comparative case study analysis and other innovative approaches can also be applied.

The study will include the following steps:

- **Step 1: Inception meeting, desk review of key Project documents and key stakeholder interviews to understand the scope of the BEST project. Review Project theory (desk review and meetings) and Stakeholder analysis.**
- **Step 2: Submission of Inception Report and finalization of methodology and research design based on TA ZAGP and BEST project feedback.**
- **Step 3: Data collection (mixed methods).**  
NB: The TA ZAGP might ask the service provider to also collect data from areas where the project is not being implemented, to measure the impact of the project.
- **Step 4: Data analysis.**  
Collected data should be analyzed. Analysis framework should be clearly explained in the report.
- **Step 5: Share preliminary findings and presentation draft report to TA ZAGP and BEST**  
The service provider will present preliminary findings and recommendations to the BEST project team.
- **Step 6: Draw conclusions and make recommendations (analysis and report writing).**  
The service provider makes conclusions and recommendations. Conclusions and recommendations are drawn from the data and analysis thereof. The service provider is encouraged to guard against validity threats, such as personal bias.
- **Step 7: Draft report.**  
The service provider finalizes a draft report. TA ZAGP and BEST project will review the report as part of quality assurance.
- **Step 8: Finalization of the Value Chain Study report.**  
The service provider will present the final draft report to the beef value chain stakeholders in the form of virtual validation workshop.
- **Step 9: Dissemination of the beef value chain assessment report and plan specific steps for utilization of the report findings.**

## **Deliverables**

- I. **Inception report:** The inception report should detail the service provider team's understanding of assignment, showing how each study objective and question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. This inception report should also identify project sites to be visited clearly elaborating the selection criteria for the selected sites.

- II. **Preliminary findings:** The service provider team shall share initial findings and recommendations with TA ZAGP and BEST project team prior to the stakeholders' consultation.
- III. **Draft reports:** Report structure should follow TA ZAGP report guidance which will be shared with the service provider team.
- IV. **Facilitation and presentation of draft value chain assessment report:** A presentation will be made on the draft report. The draft report will be shared with TA ZAGP, BEST project and partners for comments. In addition to validation of data, practical recommendations should be drafted in consultation with stakeholders.
- V. **Final Poultry Value Chain Assessment report:** The final report will not exceed 50 pages (not including annex) in soft copy to be submitted to TA ZAGP.

### Scope of price proposal and schedule of payment

Bidders should include in their price proposals itemized budget showing fee and non-fee costs for undertaking the assignment. VAT should clearly be stated.

The service provider shall be paid upon completion of the following milestones as follows:

- 20% after approval of the inception report
- 20% after recruitment and training of enumerators and pretesting of questionnaires
- 40% after presentation and acceptance of the draft report
- 20% after approval of the final report

### Qualification and Experience

The bidding institution should have:

- At least 10 years of experience in the livestock value chains, sub sector analysis, good understanding of private sector and trade policies including market dynamics so as to make the study sufficiently private sector oriented. This should include very good understanding of research, finance and market systems developing and how to apply the approach in assessments and analysis
- Experience in working with various Government organizations, NGOs, Donors (USAID, DFID, EU, and UN Agencies) and as a technical resource person as well as a service provider.
- Experience of working in the Poultry Value Chain in Zimbabwe
- Expertise in designing and executing high quality documentation and knowledge sharing initiatives and products.
- The service provider should have professional staff and technical experts with knowledge and experience in value chains and other Market Systems Development studies.

### Timeline for the Assessment

#	Activity	Dates
1	Publishing of request for proposals	22 November 2021
2	Bidders submit proposals	3 December 2021
3	Adjudication and announcement of results by tender evaluation committee	8 December 2021
4	Contract negotiation with successful bidder and signature of contract	8 - 13 December 2021
5	Inception activities and submission of report	14 – 24 December 2021
6	Comments on Inception Report	3 January 2022

#	Activity	Dates
7	Revision of Inception Report	10 January 2022
8	Data collection	11 – 31 January 2022
9	Data analysis and presentation of indicator status data	1-15 February 2022
10	Preparation and submission of draft report	16 – 25 February 2022
11	Comments on draft report from client	26 Feb - 10 March 2022
12	Incorporation of comments into draft report	11 - 25 March 2022
13	Review and approval of final report by the client	26 – 31 March 2022

### Evaluation Criteria

The following criteria will be used for evaluating the bids.

#	Evaluation criteria	Maximum Mark
1	Institutional experience in crop and livestock value-chain research in Zimbabwe and the Southern Africa Region	20%
2	Understanding of the terms of reference	10%
3	Robustness and innovativeness of the proposed methodology	30%
4	Composition, expertise and experience of the proposed team	30%
5	Appropriateness and feasibility of the work-plan	10%
	<b>TOTAL</b>	<b>100%</b>

### Application process

Firms that meet the qualifications above should submit technical and financial proposals, guided by the following:

- A narrative/technical proposal (maximum 15 pages excluding annexes).
- CVs of service provider(s) who will work on the assignment.
- At least contacts of two referees who can vouch for the quality of your work.
- A financial proposal indicating all costs associated with the consultancy. Clearly show the cost per activity. Costs should be inclusive of VAT.
- Copies of tax a clearance certificate and company registration certificates should also accompany this application.

Completed bids must be sent by e-mail in PDF format to: [procurement@zagp.co.zw](mailto:procurement@zagp.co.zw) on or before the **Friday 3 December, 2021** with heading: **ZAGP BEST Beef Value Chain Assessment Study**. No hard copy submissions will be accepted.