

Country Office for Zimbabwe and Namibia

Request for Consultancy: Analysis of enterprise-based surveys to identify decent work challenges, root causes of under-performance and low productivity of agri-businesses in the context of COVID-19 in Zimbabwe.

Deadline: 02 May 2021

Green enterPRIZE Innovation and Development Project

Consultant: Analysis of enterprise-based surveys to identify decent work challenges

The International Labour Organization, Country Office for Zimbabwe and Namibia, is seeking consultants to conduct an analysis of enterprise-based surveys to identify decent work challenges and root causes of underperformance and low productivity of agri-businesses in the context of COVID-19 in Zimbabwe

These Terms of Reference (1) provide background information on the Green enterPRIZE Innovation and Development Project; (2) outline the framework for the assignment; and (3) describe the specific inputs and outputs required from the Consultant(s); and, (4) list the terms and conditions of the assignment.

1. BACKGROUND

1.1. Introduction

With support from the Government of Sweden, the International Labour Organization (ILO) has been implementing the Green enterPRIZE Innovation and Development Project in Zimbabwe. The project is being implemented in partnership with the Government of Zimbabwe, the Employers' Confederation of Zimbabwe, the Zimbabwe Congress of Trade Unions and other business and civil society organizations.

The aim of the initiative is to support green and growth-oriented small- and medium-sized enterprises (SMEs) and stimulate the market for green products and services through the expansion of access to relevant skills and the "greening" of existing enterprises. The ultimate goal is the creation of 1,000 green and decent jobs especially for young women and men.

To contribute to the Immediate Objective 2, “Innovative green and growth-oriented male and female owned SMEs access financial and non-financial business development services (BDS) and grow their businesses,” the ILO has been running a series of green business competitions, promoted and run as the Simuka-Phakama Green enterPRIZE Innovation Challenge. The Innovation Challenge has been implemented in collaboration with local BDS providers to offer financial and non-financial support to growth-oriented SMEs aspiring to produce green products and services. Over the years, it has become a multi-stakeholder platform for green enterprise innovation and development and empowering entrepreneurs, particularly women and youth, to drive the creation of **green and decent jobs**. Emerging and established SMEs have benefitted from the platform to expand their green products and services and test new business models by accessing tailored BDS.

1.2. Background of the Analysis

Agriculture accounts for over 15 per cent of Zimbabwe’s GDP and 40 per cent of export earnings. COVID-19, coupled with economic instability and severe droughts have negatively affected the productivity and sustainability of SMEs in the sector. Zimbabwe currently has 37,307 confirmed COVID-19 cases and 1542 Covid-19 related deaths¹. Lockdown measures, including the shutdown of agri-business marketplaces, have resulted in their workforce facing a high risk of falling into poverty. Due to severely disrupted production flows, many value addition agri-businesses have had to suspend and scale down their operations. Combined with a lack of available capital for SMEs, this threatens livelihoods and the overall contribution of the sector to the economy.

The pandemic has exacerbated the vulnerability of agricultural supply chains to a highly inflationary environment with shortage of foreign currency and daily depreciation of the local currency. Despite the gradual recovery of the economy, SMEs are likely to continue experiencing challenges in regaining their sources of incomes and livelihoods due to underlying systemic constraints affecting several value chains in the sector, which have been compounded by the impact of the Covid-19 pandemic.

Against this background, the SIDA-funded *Green enterPRIZE Innovation and Development Project* with support from the ILO Sectoral Policies Department (SECTOR) aims to conduct an assessment of business continuity and productivity enhancement for small-scale green agro-entrepreneurs in rural areas in Zimbabwe. [SECTOR](#) promotes decent work by addressing social and labour issues in specific economic sectors, both at international and national levels. By tackling challenges and development issues of great importance for specific sectors, the ILO assists governments, employers and workers to develop policies and programmes aimed at enhancing economic opportunities and improving working conditions in each sector.

¹ WHO website, 14 April 2021

By carrying out a rural SMEs enterprise-based survey and sharing its results with a broad range of public and private sector players, the assessment will contribute to understanding root causes of underperformance and low productivity of agricultural enterprises and to identifying strategies for more and better jobs in the agricultural sector.

2. FRAMEWORK OF THE ASSIGNMENT

2.1. The tasks of the assignment

Activity 1: Desk review and analysis of enterprise-based surveys

The scope of the assignment is to conduct an assessment of decent work challenges and the root causes of underperformance and low productivity of agri-businesses in the context of COVID-19 in Zimbabwe. The assessment should suggest practical strategies that will result in the creation of more and better jobs in the agricultural sector. The assessment should consist of desk review of primary and secondary literature as well as analysis of the following data collection tools: responses to questionnaires and virtual or telephone interviews with the agri-businesses who are among the [78 winners and runners up](#) of the ILO Green enterPRIZE Innovation Challenge. Furthermore, telephone interviews with small-scale green agri-businesses in Zimbabwe supported by three ILO's Partners and Business Development Service Providers namely [Zimbabwe Agriculture Development Trust \(ZADT\)](#) from Gutu District in Masvingo Province and Mhondoro in Mashonaland West Province, [VIRL Financial Services](#) from Nyanga, Mutasa, and Rusape Districts in Manicaland Provinces and [Hand in Hand Zimbabwe Trust](#) from Lupane, Nkayi and Gwanda in Matebeleland North and South Provinces and Chirumhanzu District in Midlands Province will also be conducted.

Activity 2: Stakeholders' consultation and validation workshop by 04 June 2021

The consultant is expected to facilitate an on-line stakeholders' consultation and validation workshop tentatively for 20 participants by 04 June 2021 to share and validate the preliminary findings of the analysis.

Activity 3: Two virtual focused group discussions by 24 June 2021

The consultant is expected to facilitate the two virtual stakeholders' focused group discussions by 24 June 2021, to identify enabling environment factors and decent work challenges that need to be addressed to enhance agribusiness productivity and rural value chains development. The consultant will present the identified root causes of underperformance and low productivity of agricultural enterprises as well as strategies for addressing the challenges towards an enabling environment for agribusiness productivity and rural value chains development. The feedback from the meetings should be used as input for the final report.

2.2. Deliverables

The Consultant is expected to deliver the following:

1. Inception report (with detailed work plan and data collection instruments – questionnaires and interview guides should be attached as annexures) by 14 May 2021
2. A stakeholders’ consultation and validation workshop report and PowerPoint Presentation with preliminary findings presented at the validation workshop by 6 June 2021
3. A report of the two virtual group discussions including a summary by the event facilitator reflecting the proceedings of the meetings as an annexure by 29 June 2021
4. A final report by 5 July 2021 (maximum 20 pages plus annexes) as per the following proposed structure:
 - Cover page
 - Executive summary
 - Acronyms
 - Introduction
 - Background and context including the impact of Covid-19 on agricultural SMEs
 - Demographic information of the respondents (detailing the people and enterprises interviewed, data collection methods, limitations)
 - Scope and methodology
 - Root causes of underperformance and low productivity of small-scale green agro-entrepreneurs in rural areas
 - Enabling environment factors and decent work challenges that need to be addressed
 - Conclusions
 - Recommendations
 - Annexes:
 - TOR
 - Documents reviewed
 - Data collection instruments used
 - List of people interviewed
 - Lessons learned and good practices
 - Any other relevant documents

2.3. Profile of the Consultant

The Expert Consultant should have at the least, the following qualifications:

- University Master’s degree in agriculture, agribusiness, economics, business management, project management, or other equivalent qualification
- At least 5 years of experience in conducting enterprise- based surveys
- Experience in basic research techniques
- Basic understanding of the ILO Decent Work Agenda
- Basic understanding of green economy and green enterprise development
- Basic understanding of the small-scale green agro-entrepreneurs in rural areas
- Skills in writing analytical reports
- Excellent written, oral and interpersonal skills
- Ability and proven experience in multi-tasking, in taking initiative and working effectively under pressure

2.4. Timeframe

The selected consultant shall be contracted from 10 May to 5 July 2021.

2.5. Fees for the Assignment

The fees for the service will be per workday. The selected Consultant will be paid daily fees for the actual contracted days. The rate of daily fee will be determined based on a competitive process, through submissions of expressions of interest by the qualified and interested individuals. In consideration of the same, fee per workday for similar assignment(s) with the ILO or other UN and international agencies will be taken into account. Logistical expenses such as communication costs and internet connectivity, where applicable, should be included in the budget submitted by the Consultant.

Payment Schedule

Payments will be done in line with ILOs financial regulations as follows:

- 20% on submission of the inception report by 14 May 2021 to the entire satisfaction of the ILO
- 30% on submission of the stakeholders' consultation and validation workshop report by 6 June 2021 to the entire satisfaction of the ILO
- 50% on submission and acceptance by the ILO of the final report by 5 July 2021 to the entire satisfaction of the ILO

2.6. Expression of Interest

Expressions of Interest (EoI) should include:

Technical proposal:

- a cover letter and updated Curriculum Vitae.
- a technical proposal (max. 5 pages) summarizing proposed approach and work plan.
- evidence of similar work done and experience to undertake the assignment.

Financial proposal:

- asking rate (fees) in USD per workday and estimated number of workdays required to perform the assignment. Other logistical expenditures, if applicable, must be included in the budget breakdown.

The EoI (financial and technical proposals) must reach the ILO **no later than 02 May 2021** and should be sent to the emails below:

Technical Proposal: greenenterprize@ilo.org and harare@ilo.org

Financial Proposal: FIN_HARARE@ilo.org (note it's FIN_HARARE)

Please consider that:

- The ILO only contracts individuals or companies in its Suppliers Database. Interested individual bidders should submit at their earliest convenience their filled in supplier's forms. Click on this [Link](#) to access the supplier's forms. Once completed, filled in and signed suppliers forms should be submitted to greenenterprize@ilo.org copying murungu@ilo.org
- Individual consultants are also required to complete the B-SAFE Security Training Course <https://training.dss.un.org>. Once you complete the course, you will be awarded a certificate that should be submitted greenenterprize@ilo.org copying murungu@ilo.org

2.7. Special Terms and Conditions

Confidentiality Statement and Intellectual Property of Data

All data and information received from the ILO and the stakeholders for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to ILO according to the contract. The contents of written materials obtained and used in this contract may not be disclosed to any third parties without the express advance written authorization of the ILO.

Unsatisfactory or Incomplete Work

For the assignment, the ILO's Standard Rules and Procedure for Ex-Col/ Service Contracts shall be applicable. The deliverables will need be to comply with the ILO formatting and quality requirements and guarantee the confidentiality of expressed opinions and suggestions. The consultant should have adequate insurance coverage in the event of death, injury or illness which may occur during the obligations under this contract are executed and understand that the ILO accepts no liability for these risks. In event that the service delivered is unsatisfactory or fails to conform to the conditions set out above, the ILO reserves the right, as appropriate to interrupt it, to request that it be corrected or modified, or to refuse to accept the service.