



Terms of Reference: Hatcher Mapping Study

Background

The Business Innovation Facility (BIF) is a five-year UKaid-funded programme managed in Nigeria by the Convention on Business Integrity (CBI) in partnership with PriceWaterhouseCoopers (PwC) LLP UK. BIF uses a market systems change approach to private sector development, supporting companies to develop or scale-up innovative 'inclusive business' models, which are aimed at enabling the poor to benefit from market opportunities. The BIF Nigeria Program is currently in its second phase (2014 to 2019). In selecting appropriate markets to support, the BIF program evaluated options based on their potential for pro-poor impact, economic growth opportunities and the feasibility for BIF interventions. The markets in which BIF is currently working are Catfish Aquaculture, Cassava, Maize, and Information Services for Farmers, although it is envisaged that two additional markets will be identified in the medium term.

During the inception phase of the programme, BIF analysed each market and formulated strategies to deliver systemic change through a range of interventions that we developed in market analyses and strategies (MAS). The interventions consist of specific activities with individual companies or other stakeholders. BIF's primary tool is to provide technical support to companies ('service recipients'), with a view to overcoming market constraints using innovative models.

In the catfish aquaculture market, BIF identified three fundamental factors constraining the pro-poor development of the market: poor quality inputs in relation to fingerlings/juveniles such as poor quality feed, poor cultivation practices, and limited information/extension services. These three factors are underpinned by a series of constraints in turn related to identifiable root causes, which are grouped into intervention areas where BIF will operate. At this stage BIF has an opening portfolio of four intervention areas in the catfish aquaculture market:

1. To increase the production of quality fingerlings/juveniles (F/JV) through a hatcher-to-hatcher out-grower scheme (which may include the provision of information and/or embedded services through distribution channels to small fish farmers)
2. To improve small holder sourcing of quality F/JV by introducing a quality endorsement system
3. To promote through local feed-mills the use of quality local feed products by smallholder fish farmers
4. To introduce alternative, more affordable feed options (such as protein rich insect based feed) with the provision of GAP embedded services on appropriate use by small-scale fish farmers (SSFF).

In addition to the above intervention areas, BIF will commission research into specific areas where there is clear need or demand for increased data, analysis, and understanding.

Description of Activity & Related Intervention

Large/Medium & Small-Scale Hatcher Mapping Study

This Activity will form part of Intervention No. 1 (increasing production of quality F/JV through an out-grower scheme) which aims to address the identified key constraint of SSFF's low productivity because of the use of poor quality F/JV. Our research has shown that this happens because SSFF purchase inputs from small, untrained intermediary hatchers who do not have access to medium-large hatchers that produce quality F/JV. BIF therefore aims to link small hatchers to reliable medium-larger hatchers that produce quality inputs, so that



SSFF can in turn have access to F/JV of good quality and are able to improve their cultivation techniques. The consequent increase in smallholder farmer yields will result in an increase in their incomes.

Objective

The objective of the mapping study is to identify the geographical locations, numbers, years of operation, production output, revenue, and pre-requisite criteria/core characteristics of hatchery establishments, as well as their value-proposition. The mapping study is a preliminary activity that will serve as an information repository for BIF in order to facilitate the selection of pilot partners that would eventually become service recipients.

BIF will then aim to pilot and fully implement our proposed hatcher-matching scheme partnering with selected clusters of large/medium and small hatchers.

Scope of Work

BIF is seeking to secure the services of a suitably qualified individual or team of consultants to undertake the following:

- To develop a size classification criteria for large/medium and small hatchery firms based on scale/production capacity, levels of best practice, management/operational structures, skills, and employee conditions.
- Undertake field work to identify large/medium & small scale hatchers in catfish aquaculture across our pilot states (Lagos and Ogun) by mapping relative proximities of:
 - Large/medium scale hatchers to small-scale hatchers;
 - Large/medium scale hatchers to populations of small-scale fish farmers; and
 - Small hatchers to populations of small-scale fish farmers.
- Assess estimated valuations of hatchery operations within the pilot catchment areas
- Assess strengths, weaknesses, risks, and vulnerabilities of hatchery operations within the pilot catchment areas
- Interview operators with a view to identifying incentives and value propositions for participation in the BIF scheme
- Assess existing supply chain for inputs and sourcing related to F/JV production (i.e. brood-stock, feed, water, and drugs).

Deliverables

1. Inception Report with a detailed design of the mapping exercise and analytical approach
2. Work Plan/Action Plan
3. Sampling Plan
4. Survey Plan and Survey Instruments
5. Structure of Final Report
6. Final draft report of large/medium & small hatcher mapping study (following any necessary revisions)
7. A summarised presentation of the findings of the large/medium & small hatcher mapping study



Consultant Experience and Expertise¹

It is expected that this consultancy will be delivered by a consultant or team with expertise in aquaculture (preferably in catfish aquaculture) and be able to demonstrate the following:

- An excellent understanding of Nigeria's unique Catfish aquaculture industry preferably in South West Nigeria.
- Experience in undertaking large-scale agricultural research projects, using proven scientific methodologies.
- Extensive commercial experience and technical understanding of catfish aquaculture and hatchery systems with international experience a desirable attribute.
- Experience in the development of business models and business cases/plans and/or in providing business development and support to Large and Small/Medium (SME's) and enterprises.
- Awareness, understanding, and familiarity with market-based fisheries reforms in Nigeria and comparable locations overseas.
- Willingness to work in rural and urban environments.
- Spoken Proficiency in Yoruba language desirable but not necessary.

The consultant will be required to sign a non-disclosure agreement governing the handling of commercially sensitive information.

Timelines

The assignment is expected to last approximately 2 months and the following schedule outlines the activity schedule and delivery dates. The proposed plan is subject to discussions with the consultant and BIF recognizes that technical assistance projects are subject to many variables and so the total budgets and timelines will be flexible. This will be discussed in due course.

- The consultants must be available to commence work in early June 2015
- Deliverables 1 and 2 should be completed by mid-June 2015
- Deliverables 3, 4, and 5 should be completed by end-June 2015
- Deliverables 6 should be completed by mid-July 2015
- Deliverable 7 should be completed by end-July 2015

Submission

All interested candidates should send an Expression of Interest and detailed, relevant CVs to info@cbinigeria.com by **Friday 29th May 2015**. Please clearly indicate in the subject line of the email: '*BIF Hatcher Mapping Study*'.

Expressions of Interest will be assessed primarily on the qualifying criteria, and following a shortlisting exercise, on value for money.

¹ Additional international experience in any of the areas of expertise is desirable