TERMS OF REFERENCE
ENHANCING WOMEN SME CUSTOMER VALUE PROPOSITION

1. Overview

The African Development Bank through the Affirmative Finance Action for Women in Africa (AFAWA) initiative with grant funds provided by the Women Entrepreneurs Finance Initiative (We-Fi) have extended a grant to Central Africa Building Society (CABS), which grant will be used to support diversification and growth of a sustainable and profitable Women SME portfolio. (WSME).

CABS is an established and strong brand name in the financial services market in Zimbabwe. CABS offers a diverse range of financial products and services. These are delivered through its large branch network across the country also linked to CABS on-line real time banking systems. CABS plays a huge role in creating a sustained and vibrant SME sector and has created a dedicated division - Business Banking to specifically look after the interests of this strategic segment. CABS believes that the economic transformation of Zimbabwe cannot be completed without the active participation of the Small, Medium and Micro Enterprises (SMME's) where women play a significant role.

2. Introduction

CABS seeks to recruit a consulting firm to deliver a Technical Assistance Programme whose overall objective will be to champion diversification and growth of a sustainable and profitable women SME portfolio. The consulting firm shall provide the following deliverables:

2.1 Refined Customer Value Proposition

- Conducting a comprehensive internal and external assessment of CABS current women’s product offering
- Analysis of client transactional data. Gap analysis to support female entrepreneurship and capacity building measures.
- Refining the current loan value chain process integrating gender lens assessment, financial modelling to demonstrate the business case for WSME lending, design a new value proposition reflecting the realities of women’s behaviour, constrains, their needs, that fit the cultures women live, work and their roles.

2.2 Staff Capacity Building

- Implementing tailored capacity building programs for skilling CABS staff on the business case for gender lens investing. Increase awareness on needs and characteristics of women friendly financial products.
- Conduct Training of Trainers on women’s access to finance.
- Conducting hands-on coaching and mentoring of CABS staff to improve financial and digital literacy and increase usage of its SME product offering. Support business development activities creating a client pipeline via marketing and publicity campaigns.
- Peer Learning: Organize for an exposure visit for selected CABS staff to enhance their skills on women SME financing from successful financial institutions.

3. Expected Outcomes of the Assignment

i) Develop a solid and profitable WSME’s customer value proposition.
ii) At least 30 staff trained on WSME financial and non-financial services.
iii) Ensure WSME’s have increased access to financial services.
iv) Ensure WSME’s productivity and job creation capacity are increased.

4. Scope of Work

i) Refined Customer Value Proposition.

- Conducting a comprehensive internal and external assessment of CABS' current women's product offering, including an evaluation of the financial and technical capacity of CABS.

- Analysis of client transactional data to draw out behavioural trends and recommendations on what behaviours to focus on, in order to drive client engagement. The outcome of the assessment should; provide an extensive gap analysis building on in-depth market led knowledge on how best to support Women SMEs, the development and implementation of capacity building measures in the light of the analysis results. Additionally, it should cover new trends to optimize the SME lending operating models at CABS, as well as recommend access to best practices in credit risk analysis, technology, gender sensitization, sales and leadership development.

- Furthermore, leveraging innovative approaches, the consulting firm will refine the current credit product and design a new value proposition built on lessons learned from the current program; design a program that reflects the realities of women's behaviour, constraints and responds to their needs. The refined credit products will be designed to fit the cultures in which women live and work and take into consideration their roles as caregivers. Support CABS in defining the eligibility criteria for women SMEs segmentation. The new value proposition will be tested and re-tested through various models including financial to ensure it drives business, profitability and enhances access and usage of the credit products across the key value chains employing women.

ii) Staff Capacity Building:

- On the premise of the above assessment, a series of tailored capacity building programs aimed at skilling staff on the business case for gender lens investing will be developed and deployed. This will increase awareness on the specific needs and characteristics of women-friendly financial products as well as public information materials and conducting Training of Trainer workshops on women's access to finance.
- Hands-on coaching and mentoring of bank staff will be conducted to improve on financial and digital literacy components in order to increase the usage of the product offerings. The consulting firm will support business development activities aimed at creation of a client pipeline via marketing and publicity campaigns within the time periods envisaged under the contract with the consulting firm.
- Peer Learning: Organize for an exposure visit for selected CABS staff to enhance their skills on women SME financing from successful financial institutions

5. Reporting and Deliverables

The Consultancy firm will work under the overall technical guidance and supervision of the CABS project management unit lead by the project manager, Head of Business Banking. The expected deliverables/ outputs are provided below: -

i. **Inception Report and Workplan**
   - Consultants' methodology, approach, and targets to conduct assignment.
   - Detailed timebound work plan: stating how the tasks will be assigned/ names of persons to execute the tasks.
   - List of documents that will be used for reference.

ii. **Draft Report**
   - CABS assessment report on Women SME lending, identified gaps, strengths and opportunities.

- Planned gap analysis and optimisation of SME lending models.
- Planned development/ enhancement of the WSME customer value proposition.
- Planned Business Development and pipeline development.
- Hands on staff coaching, training and exposure missions to peer financial institutions.
- Draft financial model on the viability of women SME financing.

iii. Final Report

- Solid WSME customer value proposition established at CABS.
- Toolkits; Training of Trainer on Women's Access to finance
- Pipeline development of bankable Women SMEs
- Mission report on staff exposure with peer financial institutions
- Case study reports/ Workshop reports on training undertaken to improve access to finance.
- Project completion report, post project evaluation, lessons learned and recommendations.

6. Duration of Assignment

Six (6) months, planned to start October 2023 up to March 2024

7. Qualifications and Core Competencies

The Consulting firm shall demonstrate appropriate qualifications and skills necessary for the assignment as described by, submitting information on their qualifications and experience (documentation, references of comparable assignments, availability of qualified staff). The following qualifications, experience and competencies shall be key:

- Solid experience of technical assistance in handling similar assignments as per schedule and quality standards
- Key experts, qualification, and competency in the assignment comprising Team Leader, WSME financial inclusion and Project Management Expert
- Extensive experience and Familiarity with the SME lending in the African landscape and best practices
- Experience with any of the following Multilateral Development Banks, Development Partners of Financial Institutions
- Adequacy and quality of the proposed methodology and workplan in respect to the Terms of Reference (ToRs).
- Knowledge Transfer i.e., Research, Training, Capacity Building and Case Studies. (Relevant to the approach and methodology).

8. Submission process and Selection Criteria

Applicants shall submit a cover letter with the Expression of Interest to CABS on the details provided below. The screening and selection procedure shall be in conformity with the Africa Development Bank's Rules and Procedure for the Use of Consulting Firms under projects financed by the Bank Group, available on the Bank Website at http://www.afdb.org. Please, note that interest expressed by consulting firms does not imply any obligation on the part of CABS to be included in the final shortlist and only short-listed candidates will be notified.

9. Selection Criteria

A shortlist of six qualified firms will be established at the end the request of expression of interest. The firms on the shortlist will be judged on the following criteria.

Criteria	Weight
Specific experience of the firm relevant to the assignment. i. Firms' relevant assignment (3) ii. Number of years and relevant experience (3) iii. Dealing with similar project and regional experience (4)	10
Adequacy and quality of the proposed methodology and workplan in respect to the Terms of Reference (ToRs). • Clear understanding and articulation of the ToRs (5) • Technical approach and methodology of conducting the assignment with clear deliverables (15) • Detailed work plan/Gant Chart for the assignment (5) • Clear organisation structure and staffing for the execution of the assignment. (5)	30
Key experts, qualification, and competency in the assignment. a) Team Leader • Requisite academic qualifications (10) • Requisite experience (10) • Professional experience (10) b) WSME Financial Inclusion Expert • Requisite academic qualifications (4) • Requisite experience (3) • Professional experience (3) c) Project Management Expert • Requisite academic qualifications (4) • Requisite experience (3) • Professional experience (3)	50
Knowledge Transfer i.e., Research, Training, Capacity Building and Case Studies. (Relevant to the approach and methodology). • Relevant training program (3) • Training approach and Methodology (3) • Qualification of experts/trainers (4)	10

10. Expressions of interest must be received electronically by email no later than **7th September 2023, 16:30 p.m.** Harare submitted to Tapiwa Rukara tapiwar@oldmutual.co.zw cc Chrispen Phiri chrispenphiri@cabs.co.zw and specifically mention: **"Enhancing WSMEs Customer Value Proposition ".**

11. The Location of this Assignment is Harare, Zimbabwe.

12. Client Input and Counterpart Personnel
    The consultant will be expected to maintain regular contacts with the parties listed below, along with any other relevant contacts developed during the course of the assignment.
    - The Head of Business Banking
    - The Head of Corporate and Commercial Banking.

The consultant shall report directly to the Project Manager/ Head Business Banking. All communications and notices shall be directed to the following address:

Attn: Tapiwa Rukara
Head of Business Banking - Commercial Services
P.O BOX 2798 Harare
3 Northend Close Northridge Park
Harare Zimbabwe
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