



MELCA-Ethiopia

the David &
Lucile Packard
FOUNDATION

**Movement for Ecological Learning and Community Action
(MELCA-Ethiopia)**



Terms of Reference for the Preparation of “Eco-friendly
livelihood improvement Strategic Guideline and Standard
Operational Procedure”

Building Resilient Community and Ecosystem

**April, 2020
Addis Ababa**

1. Introduction

Movement for Ecological Learning and Community Action (MELCA-Ethiopia) is a non-governmental, non-profit making indigenous organization founded in 2004. The organization recently re-registered with the Agency for Civil Society Organizations on the 14th of November 2019 in accordance with Civil Society Organizations proclamation No. 1113/2019 having a registration number of 0048.. MELCA-Ethiopia operates in 7 project offices in 5 regional states (Oromia, SNNPR, Amhara, Benishangul Gumuz and Gambella Peoples Regional States).

The organization has a vision to see healthy and prosperous people, who preserve their bio-cultural diversity, and the mission is focused on working for healthy ecosystems, resilient communities, and critical young generation through developing and institutionalizing innovative approaches and experiences. Its core values include integration of culture and environment, traditional and scientific knowledge system, intergenerational learning and celebrating diversity. To realize its vision, MELCA-Ethiopia focuses on implementing four core programs, namely Environmental Governance, Agro-ecology, Children and Youth Empowerment, and Eco-friendly Livelihoods Improvement Schemes all of which are employing gender as a cross cutting subject.

2. Background of the Assignment

Empowering the rural communities' through building their resilience is at the heart of MELCA-Ethiopia goal and mission. Accordingly, MELCA-Ethiopia has made one of its thematic areas dedicated to Eco-friendly livelihood improvement. The overall goal of the program is to build the resilience capacity of communities to socio-ecological stresses. The program has also multiple objectives including working towards women and marginalized group empowerment and equality, reduce pressure on the natural environment, enhance socio-ecological linkages, improve the health and social status of women, youth and other vulnerable groups in a sustainable manner. To this end MELCA-Ethiopia has employed several strategies including skill development, organizing into self help groups or saving and credit association, PFM association, availing revolving fund, and material support. In addition, our interventions were community-driven development (CDD), eco-friendly, gender sensitive, pro-poor, and contextualized to local conditions and targets beneficiaries.

The eco-friendly IG schemes must also be participatory, efficient and effective, gender transformative, dynamic, innovative and sustainable. Engagement of key stakeholders and local actors is critical factor for the partnership and eventual success and local ownership.

MELCA-Ethiopia undertook capacity assessment with the technical support of Pact and financial support from David and Lucile Packard Foundation. One of the areas identified as a gap was absence of clear strategic guideline and standard operational procedure for its programs' values, strategic goals, impacts, outcomes, and associated indicators as well as Strategies. One of the thematic or program areas, is Eco-friendly livelihood program. To fill this gap, MELCA plans to outsource the task of developing its eco-friendly livelihood improvement program strategic guideline Thus, this Terms of Reference (TOR) is issued to guide interested and competent consultants of reputable and proven track records in designing same. This term of reference will also be part of the contract agreement with the consultant.

3. Objective of the assignment

The objective of the assignment is to develop a comprehensive strategic guideline and operational procedure for eco-friendly livelihoods improvement program of MELCA Ethiopia and for the period **2020 to 2025** including a detailed operational plan.

4. Location

The assignment will be undertaken in Addis Ababa in consultation with MELCA-Ethiopia staff. Members at the head office and project level, as well as Zonal and Regional or Federal level key stakeholders as deemed necessary and appropriate.

5. Tasks of the consultant

The tasks of the consultants include among other things to:

- to review existing organizational program strategies, guidelines, manuals checklists and other applicable private or public schemes, packages, projects, programs, procedures as well as national and international best practices
- Set program visions, strategic goals, values, principles, impacts, outcomes, outputs, major undertaking and operational plan, including the program log frame
- Define working, , engagement, communication, targeting, selection criteria, income evaluation and asset building approaches, policies,
- Define value addition and value chain management and sustainability promotion approaches, monitoring and evaluation considerations and guides
- Define procedures for SHG or cooperative establishment, model bylaw, governance structures, beneficiaries selection criteria,
- Define approaches to fund raising, promotion of saving and credit culture and revolving management
- Model business plan containing comprehensive procedure to advance eco-friendly livelihood program
- Enlist major feasible eco-friendly, gender transformative and multifunctional/purposes income generating schemes, interventions, provisions, support, mechanisms, business plan

- Prepare multi variant or factor checklist for monitoring and impact evaluation of IGA interventions ,
- Share the draft and incorporate comments to finalize the document.
- Organize a one-day validation workshop for 15 persons on the developed Guideline
- Develop training material in PowerPoint
- Provide training for 30 staff on the developed program Guideline and standard Operational Procedure or manual

6. Approaches

The consultant should develop a methodology and action plan to undertake the assignment. The general approaches may include desk review consultations with key stakeholders and analysis. The following elements of the approach are meant to just pinpoint the important steps to be considered by the consultants who will further elaborate in the inception report to be submitted.

- 6.1 Review the past undertakings of MELCA-Ethiopia in Livelihoods Improvement programme by compiling information and data from the available monitoring and progress reports and review documents and other best practices elsewhere,
- 6.2 Analyze the challenges and threats as well as opportunities to advance Livelihoods Improvement programme.
- 6.3 Define (redefine) the minimum package for IGAs, and specific change each package area intended to achieve. (Clearly state specific objectives of the IGA packages and expected results – in terms impact on the community lives and natural resources conservation)
- 6.4 Draft five years (2021-2025) Livelihoods Improvement strategies and action plan based on the review and strategic plan for the same period.
 - Elaborate scope of intervention, in terms of spatial coverage¹ and key activities to be undertaken
 - Prepare work plan of activities identified with indicative budget.
 - Outline possible funding sources and approaches to be followed sustainable funding mechanisms
- 6.5 Elaborate the strategic benefit of the programme interventions in terms of contributing to the overall vision and mission of MELCA-Ethiopia's 5 years Development Plan and Sustainable Development Goals (SDG). Also indicate the specific provisions in the national policies and SGD.
- 6.6 Define implementation strategy - methodology and approach to be used by MELCA-Ethiopia to achieve the objectives of the thematic area.
- 6.7 Define the capacity building need of MELCA, local partners, specifically in terms of staff training and other needs for effective Programme interventions.
- 6.8 Describe institutional and coordination matters - partnership arrangement with different actors at local level including horizontal coordination between sectors and vertical linkage and their respective roles.

¹ Currently MELCA-Ethiopia is working in Bale, Majang and Sheka Zones promoting by and large Environmental Governance programme.

- 6.9 Describe how monitoring and evaluation of the Livelihoods Improvement program will be undertaken with defined program/project quality standard.
- 6.10 Outline procedures for organization of targets into SHG or CLA, model bylaw, beneficiaries and Eco-friendly IGAs selection criteria, community, stakeholders and funders' engagement, data collection and reporting and communication, success stories write up and documentation, etc.

7. Important note for consideration

The consultant needs to consider the following strategic issues in defining strategic intervention areas the Livelihoods Improvement Programme.

- The intervention areas should have broad and sustainable strategic benefits and the logic of how they will contribute to meeting the objective of Livelihoods Improvement programme must be clearly spelled out.
- Ensure that the guideline shall give due emphasis on Gender Empowerment, Youth (boys and girls) and Social inclusion issues and clearly indicate that the programme activities and expected output of the intervention give benefits to women, youth, girls and other marginalized groups.
- The interventions should offer good value for money and activities should be carefully costed and be designed to deliver results.
- The intervention should take into account value addition and value change improvements, eco-friendly and eco region based livelihood promotion
- The intervention should be competitive, contextual and promote skills building, networking, improve access to market and resources
- The intervention should also take into account government policies on food, nutrition, health, environment, social empowerment, gender and likewise international standards and SDG goals.
- This TOR constitutes the contract agreement

8. Responsibilities

8.1 Responsibilities of the Consultant

- Preparation of detail action plan, including elaborated methodology and **inception report**
- Regular progress reporting and consultations with MELCA Project coordinator and HQ staffs in a timely manner,
- Presentation of draft Eco-friendly Livelihoods Improvement Strategic program document and standard Operational procedure and incorporating feedback;
- The production of all the deliverables, and provision of training respecting the time frame and set conditions.

8.2 Responsibilities of MELCA-Ethiopia

- Assign the project coordinator to facilitate the work of the Consultant
- Provision of guidance throughout all phases of execution of the assignment
- Review and approval of all deliverables
- Effect payment as per the contract agreement, payment conditions and modalities.

9. Criteria used for the Selection of Consultant

The potential consulting firms (candidates) for developing “ Eco-friendly Livelihoods Improvement Strategic program and Standard Operational Procedure ” will be evaluated in three stages: according to minimum qualification criteria; technical and financial evaluation based on the following seven criteria

NO	Technical proposal elements (Weight 70%)	70%
1	Deployed consultants qualification and experience: Overall capacity and experience to prepare Eco-friendly Livelihoods Improvement Strategic Guideline, manual development and conducting trainings. Relevant training in the areas of Business management, Resource/agricultural Economics, agriculture and natural resources value chain and related fields, especially inclusion of female competent expert in the team. Comprehensive understanding of environment and sustainable development.	25%
2	Experience in undertaking similar assignments (engagement at NGOs)	10%
3	Understanding of the assignment or task	10%
4	Proposed implementation plan and the time required for the consultancy service	10%
5	Review of policies and procedures and training plan	10%
6	Other relevant information extracted from the proposals	5%
II	Financial proposal (Weight 30%)	
7	Total cost of the consultancy including VAT	30%
	Total Weight	100%

NB: Availing of competent female expert has advantage of 10% bounce point in the selection process

10. Duration

The duration of this assignment is for a period of one month from the date of signing of an agreement between MELCA and the selected consultant. Detailed timeframe will be agreed in the action plan to be set out in the inception report to reviewed and approved by MELCA-Ethiopia.

11. Deliverables

The following are items expected to be delivered by the Consultant as parts constituting completion of the assignment.

- Inception Report with detailed methodology and action plan
- Comprehensive Strategic program for Eco-friendly Livelihoods Improvement and Operating standard procedure
- Training manuals including PowerPoint presentations
- Training report

12. Payment modalities and specification

The payment terms will be in four installments:

- 30% up on the submission of inception report that incorporate methodology and detailed action plan.
- 30% up on submission of draft document
- 20% up on the submission of the final document with comments incorporated and submission of training material/handouts on the same
- 20% up on the completion of training and delivery of the training report

13. Required qualification and experience:

The interested and competent individual or firm must meet the following requirements:

- Advanced university degree or equivalent in relevant field (Business management, Resource/agricultural Economics, agriculture and natural resources value chain, Business administration, and related fields. Comprehensive understanding of environment and sustainable development
- At least ten years of professional experience in developing policies, strategies and programmes and action plans provision of trainings in related fields.
- Strong analytical and organizational skills
- Availing of competent female expert has an advantage in the selection process

14. Notification of awards

- The acceptance of a bid, subject to contract, technical compliance, commercial considerations and compliance with the terms and conditions will be communicated in writing by means of offer of contract/service order at the address supplied by the bidder in the tender response.
- Any change of address of the Bidder, should therefore be promptly notified to MELCA-Ethiopia.
- The awarded bidder is expected to engage into contract agreement within 5 (Five) working days after notification of the award and before the start of the assignment.

15. MELCA-Ethiopia reserves the right to cancel the bid wholly or partially. Only selected candidate maybe contacted.

16. Reporting and administrative arrangements

- The consult shall report to the MELCA management and receive guidance from the MELCA Management
- MELCA shall avail the necessary non-confidential documents to the consultant and facilitate communication with its relevant staffs
- Wherever necessary organize coordination meeting on the work of the consultant

17. Required standard documents

- Consulting firms and individuals are required to submit documents that show their legal personality, profile of the consultant firm, latest curriculum vitae/s of key personnel, copies of registration and renewed trade license, and TIN number and VAT Registration Certificate
- 1-page cover letter that provides a short description of applicant's capabilities that qualify him/her to be chosen to conduct the scope of work
- Relevant technical proposal along with financial proposal

18. How to Apply:

Competent and interested applicants are invited to collect the ToR from MELCA-Ethiopia's Head Office in 5 working days, from Monday to Friday, 8:30AM – 5:00 PM, starting from the date of the appearance of this advertisement and shall be required to submit their technical and financial proposals within 10 days of the announcement on the news paper. The proposals should clearly marked technical and financial proposal separately and present in person with WAX SEALED ENVELOP clearly labeled as "Financial I" and "Technical" to MELCA Office to the address indicated below.

MELCA-Ethiopia reserves the right to cancel and or take any other option as related to this consultancy work

MELCA's office is located near to the Main Post Office, Kedane Beyene Building, 1st floor, Room No 903/6, Lideta Sub-City, Kebele 53, Telephone +251 (0) 115 50 71 72 or +251 (0) 115544554