



**MELCA-Ethiopia**

the David &  
Lucile Packard  
FOUNDATION

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**MOVEMENT FOR ECOLOGICAL LEARNING AND  
COMMUNITY ACTION (MELCA-Ethiopia)**

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**Terms of Reference for the Procurement of Consultancy  
Services Re-advertised to Developing Downward  
Accountability Guideline/Framework**

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**June 2021  
Addis Ababa**

## **Terms of Reference for the Procurement of Consultancy Services to Develop a Downward Accountability Guideline/Framework**

### **1. BACKGROUND**

Movement for Ecological Learning and Community Action (MELCA-Ethiopia) is a non-profit making non-governmental organization legally registered as an Ethiopian resident charity organization in accordance with the charities and societies proclamation No. 621/2009. It was registered with the Agency in 2009 by registration number 0348 and reregistered with the Agency for Civil Society Organizations on the 14<sup>th</sup> of November 2019 as a Local Organization in accordance with the Civil Society Organizations Proclamation No. 1113/2019.

MELCA Ethiopia was founded in 2004 and was formerly known as MELCA Mahiber. The founders were environmental practitioners and lawyers, MELCA arose out of their concern for the misunderstanding that the public has on matters concerning culture, environment, and traditional ecological knowledge. They strongly believe that there are many positive experiences in our culture which could be used to address our current ecological and social crisis that we have.

MELCA means ford both in Amharic and Oromiffa Languages - two of the widely spoken languages of Ethiopia. A ford is a crossing point on a river. The name is used symbolically to indicate commitment of the organization to connect young and elders, culture and environment, traditional ecological knowledge and western scientific knowledge, etc.

The name MELCA also translates in English to Movement for Ecological Learning and Community Action. Ecological learning implies learning experientially, in a participatory way, holistically, empowering the learner, it also espouses democracy as a principle and outcome of learning. Learning in our case should equip us to facilitate action by communities.

MELCA's Vision is to see healthy and prosperous people that preserves their bio-cultural diversity and its mission focused on working for healthy ecosystems, resilient communities and critical young generation through developing and institutionalizing innovative approaches and experiences

To realize its vision, MELCA has designed four thematic/program areas that would enable to realize its set vision and goal. The thematic/program areas are Environmental Governance, Agro ecology, Children and youth empowerment and Eco-friendly Livelihoods Improvement Schemes all of which are employing Cross Cutting Approaches. Each of the core programs has clearly stated implementation strategy. However, these are enormous tasks that require strengthening organizational capacity of MELCA by providing technical, financial, and material support.

In view of this and in response to the political, economic, and social changes in Ethiopia, along with the evolving role CSOs play in the community, it is to be recalled that the David and Lucile Packard

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Foundation presented the opportunity for Pact to implement the first phase project (October 1, 2019 – April 30, 2020) to work with a select number of Ethiopian organizations one of which is the MELCA to:

1. Complete capacity assessment exercise and enable the five participating CSOs to understand their organizational capacity by establishing baseline capacity measurements for each organization.
2. Prioritize areas for organizational strengthening for each participating CSO, which will be captured in a two-year organizational capacity-development action plan

Accordingly, a three-day (February 18-20, 2020) capacity assessment exercise was conducted which finally produced an ITOCA report. Building upon the results of capacity assessments and strengthening plans MELCA with the technical support of Pact developed a two-year organizational development (OD) and submitted to the David and Lucile Packard Foundation for funding. Currently, MELCA with the financial support of the David and Lucile Packard Foundation is implementing a capacity development project

Downward accountability is not just a moral imperative, but also an operational need and legal requirement that brings legitimacy to NGOs' action. However, one of the capacity gaps identified during the assessment was MELCA has not clear mechanism that ensure downward accountability.

To fill this gap, MELCA plans to outsource the task of developing downward accountability guideline/framework through inviting potential and interested consultants. Thus, this Terms of Reference (TOR) is issued to invite interested consultants of reputable and proven track records in designing downward accountability framework as per the TOR given below. This term of reference will also be part of the contract agreement with the consultant. MELCA-Ethiopia has planned to reinvigorate its downward accountability system through developing a functional accountability mechanism. Therefore, the consultant is sought to design appropriate operational transparency mechanisms that would correspond to its vision, mission and values. This would among others, include the development of strategies and tools for community and local stakeholders engagement process in the planning, implementation, monitoring and evaluation as well as feedback mechanism and programmes. Moreover, the accountability system would include the design of systems of ensuring gender equality child safeguarding in the organization's operations

## **2. OBJECTIVES**

MELCA's decisions and actions can have a profound effect on the lives of its target communities, hence, the objective of this assignment is to influence the behavior of MELCA to be held accountable to its target communities for its actions.

Specific objective of the assignment include:

- Develop a functional downward accountability guideline/framework and consultation process that ensures the target communities access to information and involve in decision-making in all processes that affects their lives, with especial emphasis to , women equal access to information and making choices.
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Conduct training to acquaint key staff with the guideline/framework to ensure institutionalizing of the downward accountability mechanism

### 3. SCOPE OF WORK

Downward accountability is the processes through which an organization makes a commitment to respond to and balance the needs of the target communities in its decision-making processes and activities. Hence, the consultant shall work in close coordination with the MELCA management and M&E focal person while developing the downward accountability guideline/framework and expected to accomplish but not limited to the following tasks:

1. **Review the existing downward accountability practices** to identify strengths and limitations
  2. **Develop a functional downward accountability system** and consultation process that ensures Information Provision Statement of Commitment (IPSC) in general and women have equal access to information in particular through developing information protocol that provides timely, relevant and clear information about MELCA, the principles it adheres to, how it expects its staff to behave (code of conduct) and the programs it implements, to the target communities in general and women in particular , using appropriate languages, formats and media (channel) that can be easily understood.
  4. **Put in place Participation Statement of Commitment (PTC)** to enable two-way communication for engaging the target communities with especial emphasis on women in dialogue and involving them throughout the lifecycle of the project by managing the information both sent to and received from target communities and integrating their feedback into decision-making processes.
  5. **Design Standard Complaints and Response Mechanisms (DSRM)** tool to allow the target community to file complaints, allegations or concerns in an anonymous manner in relation to the service or product provided by MELCA and then ensure that the person or community who submitted the comment receives an explanation or sees it acted upon.
  6. **Design Beneficiary Feedback Mechanism (DFM)** that gives the target community the opportunity to comment, make suggestions, express gratitude, or criticize the products, services or targeting of a program/project so as to facilitate better downward accountability and thereby improve the efficiency and/or effectiveness of MELCA's program/projects intervention along with documenting feedbacks given throughout the timeframe of each program/project.
  7. **Put in place Learning and Adaptation Statement of Commitment (LASC)** that enables to establish a process of continual improvement of the MELCA's programs/projects interventions based on learning and ensure service quality standards, adheres to principles including humanitarian principle, code of conduct, safeguarding policies and Do No Harm (DNH) principles
  8. **Propose/Develop New ICT Solution** as means of ensuring functional downward accountability and consultation process that ensures women have equal access to information, complaint, feedback and learning
  9. **Conduct Training** to acquaint key staff with the guideline/framework to ensure institutionalizing of the downward accountability mechanisms.
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While developing the downward accountability framework, the consultant is also expected to show how the above accountability elements are intrinsically linked with three different perspectives such as humanitarian imperative, organizational capacity, and MELCA’s program/projects in the process of promoting accountability to the target community. The framework shall also recognize that the humanitarian principles shape the organizational capacity integrating three key elements such as governance and leadership, influence, and program/project interventions.

#### 4. LOCATION

The assignment will be undertaken in Addis Ababa in consultation with MELCA-Ethiopia staff. Consultation with Field level project level staff as well as Zonal and Regional or Federal level key stakeholders can be undertaken by the consultant as deemed necessary.

#### 5. DELIVERABLES

The consultant is expected to submit the following deliverables

- Produce inception report along with detail methodology, strategy document outline and procedure that will be followed to develop downward accountability guideline/framework
- Submit a draft downward accountability guideline/framework
- Submit well-developed final downward accountability guideline/framework revised according to the comments received.
- Facilitate one-day training on the developed downward accountability guideline/framework to get the buy-in of the top management and acquaint key staff with the document.

Submit post-workshop report

#### 6. PAYMENT SCHEDULE/LEVEL OF EFFORT

The assignment is expected to take a total of xxx calendar days and shall commence on xx 2021 culminating in the finalization of the assignment by xx, 2021. The assignment is expected to require a total of xx consultant days (LOE-in days) as stated below.

| No. | Deliverable   | LOE (in days) | Due Date (mm/dd/yyyy) | Invoicing |
|-----|---|---------------|-----------------------|-----------|
| 1   | Submit inception report along with detail methodology, strategy document outline and procedure that will be followed to develop the downward accountability guideline/framework | X             | TBD                   |           |
| 2   | Submit a draft downward accountability guideline/framework  | X             | TBD                   |           |
| 3   | Submit well-developed final downward accountability guideline/framework revised   |               |                       |           |

|               |   |           |     |  |
|---------------|---|-----------|-----|--|
|               | according to the comments received.     |           |     |  |
| 4             | Facilitating a one-day training         | X         | TBD |  |
| 5             | Prepare and submit post-workshop report | X         | TBD |  |
| <b>Total:</b> |   | <b>XX</b> |     |  |

Payment shall be made in three installments. The first installment (30%) shall be effected upon submission of inception report, the second installment (30%) shall be effected upon submission of the draft strategy document and the final payment shall be made upon submission of the final strategy document and post-workshop report and accepted by MELCA.

## 7. CRITERIA FOR THE SELECTION OF A CONSULTANT

The following criteria shall be used to evaluate and rate potential consulting firms for developing downward accountability guideline/framework and facilitating a one-day training.

| NO        | Selection criteria   | Weight | Remark      |
|-----------|--|--------|-------------|
| <b>I</b>  | <b>Technicalproposalelements (Weight 70%)</b>  |        |             |
| <b>1</b>  | Consultant's qualification (meeting the minimum requirement and above)                     | 25%    |             |
| <b>2</b>  | Experience and proven records in developing downward accountability guideline/framework    | 25%    |             |
| <b>3</b>  | Experience in undertaking similar assignments (engagement at CSOs operational environment) | 10%    |             |
| <b>4</b>  | Experience in facilitating training  | 10%    |             |
| <b>II</b> | <b>Financial proposal elements (30%);</b>  |        |             |
| <b>1</b>  | Total cost of the consultancy service (VAT inclusive)                                      | 30%    |             |
|           | <b>Total Cost/TOTAL WEIGT</b>  |        | <b>100%</b> |

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

## 8. REQUIRED QUALIFICATION AND EXPERIENCE

The consultant shall have the following experience and qualifications:

- A minimum of post-graduate or equivalent qualification/degree in governance, law, humanities, M&E, sociology, or any other relevant disciplines.
- At least 5-7 years of prior work experience and proven records in developing accountability guideline/frame work and similar governance and leadership work.
- have solid knowledge and understanding on accountably mechanisms in general and downward accountably in particular with special emphasis on women equal access to

information and decision-making in the context of NGO operating environment in Ethiopia along with a demonstrated ability to produce high quality accountability guideline/framework,

- Strong analytical, interpersonal, and participatory training facilitation skills with the ability to communicate detailed concepts clearly and concisely both in spoken and written English.

## **9. REPORTING AND ADMINISTRATIVE ARRANGEMENTS**

- The consult shall report to and receive guidance from MELCA-Ethiopia.
- 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 with the MELCA communication team

## **10. REQUIRED STANDARD DOCUMENTS AND SUBMISSION DEADLINE**

- 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,
- 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

### **How to Apply:**

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 the quotation within 10 days of the announcement on the newspaper. The proposals should clearly marked technical and financial proposal separately in person with WAX SEALED ENVELOP with "Original" and "Copy" of the quote to MELCA Office and late quotes shall not be considered.

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, 1<sup>st</sup> floor, Room No 903/6, Lideta Sub-City Woreda xx, Kebele 53, Telephone +251 (0) 115 50 71 72 or +251 (0) 115544554

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