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## SECTION 3: TERMS OF REFERENCE (TOR)

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**Procurement Notice Ref. No.:** ETH

**Services/Work Description:** Recruitment of consultant for Consultancy service to undertake terminal evaluation on the Sustainable Tourism Development Project

**Project/Program Title:** Strengthening Institutional Capacity for Sustainable Tourism Development

**Post Title:** National Consultant

**Consultant Level:** Level C (Senior Specialist)

**Duty Station:** Addis Ababa

**Duration:** 30 days

**Expected Start Date:** Immediately after concluding Contract Agreement

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### I. BACKGROUND AND RATIONALE

Tourism sector's economic, socio-cultural, environmental and political contributions to the Ethiopian economy are immense. Ethiopia acquires varied historical, cultural, and natural attractions. It is the possessor of nine world heritage sites, four UNESCO biosphere Reserves, 52 protected areas and origin of human kind.

The Government of Ethiopia has identified tourism as one of the priority sectors for transformation agenda given the sector's potential to contribute to the national economy. The GoE's strategy is to make Ethiopia one of the top 5 destinations in Africa by 2020, while attracting low-impact high-value tourists.

The overall objective of the project is to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefit of the nation's tourism sector. The socio-economic purpose underpinning this transformation is to generate wealth and increased foreign exchange earnings, local employment creation, and diversification of local economies. The project is catalytic in building national capacities for tourism sector development and contribution to the attainment of development goals set in the Growth and Transformational Plan (GTP) with specific focus on development of a sustainable and economically viable tourism sector. The project outputs will contribute to the optimization of the sector's potential through product development, investment promotion, employment creation, foreign exchange earnings and broadening of the country's revenue base. The project is also designed to be collaborative and inclusive involving federal and regional public institutions working in partnership with the private sector and

local communities leading to creation of tourism products and enhanced destination management in priority centers throughout the country.

The program aims to achieve the following major goals:

1. Tourism policy regulatory and institutional capacity strengthened
2. Destination and product development enhanced
3. Ethiopia's tourism sector effectively branded and promoted
4. Inclusive and sustainable private sector tourism development strengthened
5. Strong partnership and stakeholder engagement in place

## **II. Objective of the Study**

Having reached the end of the first phase of the program, UNDP would like to conduct an evaluation of the overall program, in collaboration with government partners, donors and stakeholders, so that it remains relevant to the national context; to ensure improvements in performance and results going forward by identifying implementation challenges and ways to overcome them; and to provide lessons learned which can support the preparation of the next program document.

The main objective of the terminal evaluation is therefore to review the implementation of the project activities and achievements of results starting from its initial period so as to: (1) measure the performance of the project; and, (2) draw lessons to facilitate decision on future orientation of the program. Overall progress of the project should be reviewed with a focus on each of the project pillars. (3) practical recommendations to inform the design, implementation, management and coordination of upcoming programs and other initiatives. The evaluation should independently assess the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Specifically:

Evaluation criteria and key questions

### **Relevance refers to:**

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries? Are they aligned to national priorities?
- How does the project relate to the main objectives of the project, and to the development priorities at the local, regional and national levels?

### **Effectiveness refers to:**

- To what extent have the expected outcomes and objectives of the project been achieved?
- Whether the project intervention achieved the expected output and made progress towards the intermediate outcomes and outcomes
- Whether there are any unintended results, either positive or negative observed
- How have stakeholders been involved in the programme implementation?

### **Efficiency refers to:**

- How economically are resources/inputs (funds, expertise, time, etc.) converted to outputs

- Whether outputs achieved on time and on budget
- Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?

**Sustainability refers to:**

- What is the likelihood that results/benefits will continue after the closure of the project?
- Are there committed financial and human resources to maintain benefits and results?
- Is the external environment conducive to the maintenance of results?

**Impact refers to**

- Extent to which the project is achieving impacts or progressing towards the achievement of impacts
- How did the interventions of this programme impact the socio-economic life of target beneficiaries at all levels?

### III. SCOPE OF THE WORK

The terminal evaluation will cover all interventions of the project planned to be implemented during the period July 2015 to date. In doing so, the evaluation should assess the integration of gender equality, environment and capacity development as cross-cutting themes as well as evaluate the partnership and result of the sub-grant contract administration and management among the different stakeholders. The evaluation should also identify key lessons and propose recommendations to enhance technical and financial performance during the remaining period of the project and provide key recommendations for future orientation of the programme. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with all government counterparts, in particular Ministry of Culture and Tourism (MoCT), Ethiopian Tourism Organization (ETO), UNDP Country Office, project team, as well as the Tourism Board. The terminal evaluation will be undertaken by a national consultant.

### IV. Methodology

The evaluation must provide evidence-based information that is credible, reliable and useful. The consultant should come up with appropriate evaluation approach and method to adequately meet the objective and fits to the scope of the terminal evaluation. The approach to be followed should be participatory to make use of input from all relevant stakeholders. The evaluator will review all relevant sources of information, such as the project document, project reports – including annual progress reports, project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods.

The overall framework of the evaluation exercise is supposed to pass the following four major phases: (1) preparatory phase (desk phase); (2) data collection phase; (3) consolidation of information and report writing and (4) validation of findings through stakeholder workshop.

## V. EXPECTED OUTPUTS AND DELIVERABLES

The consultancy assignment shall be completed in a total of 30 working days as per the following time frame and outputs.

- Inception report
- Draft report
- Validation workshop
- Final report

No.	Main Deliverables	Working Days Assigned
1.	Preparation of work plan, outline and submission of inception report	3
2.	Review of all project documents, annual work plans, and reports	5
3.	Interview and consultations with all stakeholders in Addis Ababa	5
4.	Organizing and analyzing data, preparation and submission of draft evaluation report	7
6	Review of the first draft report	5
7	Organize validation workshop	1
8.	Incorporate comments and submit final evaluation report	4

## VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- The Consultant will work in close collaboration with UNDP CO, particularly the Team Leader and Project manager and the implementing partner, the Ethiopian Tourism Organization.
- The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant is expected to conduct interviews and consultations with key stakeholders of the project.
- Given the sensitive nature of pipelining before the report is approved, the consultant shall not communicate to any person, government, or other entity external to UNDP Country office any unpublished information made known to the incumbent by reason of his or her candidacy or association with UNDP except as required by these TORs or upon written authorization from the UNDP CO.

## VII. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

The Consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection. The consultant will organize own transportation.

## VIII. DURATION OF THE WORK<sup>1</sup>

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<sup>1</sup>

The assignment is for **30** working days. The work will commence immediately after signing of the contract.

## **IX. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)**

### **A. Education**

Advanced Degree MSc (MA) and above in **Economics, Business or related Social Science fields.**

### **B. Experience:**

At least **ten** years working experience in in the above filed of specialization having practical experience and proven track record. Knowledge and proven experience in value chain development, private investment framework and tourism sector development. Experience in conducting terminal evaluations.

### **C. Language and other skills:**

- Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
- Capacity to facilitate and communicate with different stakeholders

### **D. Functional skills**

- Outstanding communication skills
- Positive and constructive approaches to work with energy
- Demonstrate openness to change and ability to receive and integrate feedback
- Excellent written and verbal communication skills
- Strong time management and meet established time lines.

### **E. Computer skills:**

Full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

### **F. Compliance of the UN Core Values:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

### **Important Note:**

The Consultant is required to have the following professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

**X. CRITERIA FOR SELECTING THE BEST OFFER**

From the existing roster, Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal and interview (if required))</b>	<b>70%</b>	100%
▪ <b>Criteria a.</b> Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal;	<b>40</b>	57.14
▪ <b>Criteria b.</b> Educational background as specified above;	<b>10</b>	14.229
▪ <b>Criteria c. At least ten years</b> Practical experience in pastoral areas with pastoral landscape management;	<b>20</b>	28.58
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

**Evaluation legend:**

<b>Weight per Technical Competence</b>	
Weak: below 70%	The individual consultant/contractor has demonstrated a <b>WEAK</b> capacity for the analyzed competence
Satisfactory: 70-75%	The individual consultant/contractor has demonstrated a <b>SATISFACTORY</b> capacity for the analyzed competence
Good: 76-85%	The individual consultant/contractor has demonstrated a <b>GOOD</b> capacity for the analyzed competence
Very Good: 86-95%	The individual consultant/contractor has demonstrated a <b>VERY GOOD</b> capacity for the analyzed competence
Outstanding: 96-100%	The individual consultant/contractor has demonstrated an <b>OUTSTANDING</b> capacity for the analyzed competence.

**\* It is mandatory criteria and shall have a minimum of 70 points out of 100 points**

\*\*Regarding the rest criteria, you may select **from the following** or include which is/are relevant evaluation criteria as per the ToR and fix allocated weightage corresponding to each criterion.

Examples:

- a. Minimum educational background as per the requirement in the ToR;
- b. Minimum 10 years of experience in similar consultancy projects and/or IC contracts;
- c. Ability to discharge the consultancy service within the timeframe as per the ToR;
- d. **In case of Interview** - individual competencies in terms of language proficiency; analytical and comprehension skills; presentation skills; confidence; . . .
- e. Other criteria that help to objectively evaluate the required knowledge, skills, behaviors, . . . of prospective consultants;

#### **XI. PAYMENT MILESTONES AND AUTHORITY**

<b>Payment Schedule (Payment trenches)</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be obtained from:</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> Installment	up on submission of inception report	UNDP	20%
2 <sup>nd</sup> and final Installment	up on submission approved final report	"	80%
<b>Grand Total</b>			<b>100%</b>

#### **XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL**

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly; your Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing as follows.

**SECTION I. TECHNICAL PROPOSAL COVER PAGES**

- Cover Page (use the template hereto)
- Cover Letter (use the template hereto)
- Statement of Declaration (use the template hereto)

**SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM**

- 1.1 Letter of Motivation
- 1.2 Proposed Methodology
- 1.3 Past Experience in Similar Consultancy and/or Projects
- 1.4 Implementation Timelines
- 1.5 List of Personal Referees
- 1.6 Bank Reference

**SECTION II. ANNEXES**

Annex a. Duly Signed Offer's Letter to UNDP Confirming Interest and Availability (use the template hereto)

Annex b. Duly Signed Personal CV's

**Documentation Checklist** (please refer to the checklist attached hereto)

**FINANCIAL PROPOSAL****Alternative 1. LUMP-SUM CONTRACTS**

The Financial Proposal shall specify a total lump-sum amount **all-inclusive**<sup>2</sup>, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, per diems, and number of anticipated working days) in **Ethiopian Birr Only. Financial proposal submitted in any currency rather than Ethiopian Birr will not be considered for further Evaluation.**

**XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.