



*Empowered lives.
Resilient nations.*

TERMS OF REFERENCE (TOR)

GENERAL INFORMATION

Services/Work Description: Providing standardized hands on training on quality compost production for MSEs and creating sustainable market

Project/Program Title: Ethiopian NAMA: Creating Opportunities for Municipalities to Produce and Operationalize Solid Waste Transformation (COMPOST)

Duty Station: Training will be given in selected six cities and towns (Adama, Bahir Dar, Bishoftu, Dire Dawa, Hawasa, and Mekele) of Ethiopia

Contractor: A private company engaged and well experienced in Aerobic compost production using Windrow technology, capacity building, management and technology transfer that is willing to work in collaboration with Micro and Small Enterprises (MSEs) in six selected cities of Ethiopia.

Duration: 1 Year

Expected Start Date: Immediately after concluding the contract agreement

I. BACKGROUND / Project Description

The Ministry of Urban Development and Housing (MoUDH) of Ethiopia in collaboration with the United Nations Development Programme (UNDP) is implementing the GEF-financed project titled “Ethiopian NAMA: Creating Opportunities for Municipalities to Produce and Operationalize Solid Waste Transformation (COMPOST) to promote greater use of Integrated Solid Waste Management (ISWM) and Urban Green Infrastructure (UGI) approaches in six cities and towns (Dire Dawa, Hawasa, Adama, Bishoftu, Bahir Dar and Mekele) will contribute in achieving the objectives of its Growth and Transformation Plan (GTP II). This will be achieved through four outcomes including i) strengthening the regulatory and legal framework and institutional coordination mechanisms to integrate ISWM and UGI

within urban systems; ii) a developed market-based system with micro and small enterprises (MSEs) who are supported professionally to ensure financial sustainability of compost production and utilization; iii) implementation of a NAMA that transforms capacity of integrated urban systems to generate large emission reductions; iv) operationalized urban systems that integrate ISWM and UGI with quantified GHG emission reductions within a NAMA framework. The impact of the project activities will lead to increased emission reductions, increased resilience of urban areas to drought and flooding hazards, improved quality of life in urban areas, and increased employment opportunities for marginal income households in urban and peri-urban areas.

The realization of the above outcomes at the end of the project lifetime is expected to result in annual emission reductions from UGI initiatives and ISWM equal to approximately 306,000 and 132,321 tCO₂e, respectively. These will accrue from the annual generation of 45,489 tonnes of compost from 151,629 tonnes of household organic waste, and the reforestation of 33,309 ha of degraded land by the end of the 5-year project lifetime. By assuming a lifetime of 20 years for compost facilities and managed landfills as well as for carbon sequestration and the generation of renewable biomass for thermal energy, the direct emission reductions generated by the project will be 8.33 MtCO₂e, giving a GEF abatement cost of 0.80 US\$/tCO₂e. The number of direct jobs created through composting by the end of the 2021 will be 744, of which at least 50% will be for women and youth. Additional direct jobs will be created by the UGI activities of the project, such as in nurseries, and digging and planting of trees. The project will produce co-benefits such as increased resilience of urban areas to drought and flooding hazards, and improved quality of life in urban areas.

In order to achieve the project goals stated above, the MoUDH and UNDP have planned to build capacity of the Micro & Small Enterprises (MSEs) established to produce organic compost in accordance to the following standards:

1. Compost Preparation Standard of the Ministry of Urban Development and Housing
2. Organic Compost Standards developed by Agricultural Transformation Agency and Ministry of Agriculture and Natural Resource

Sustainability of the MSEs will be ensured through creating opportunities to sale their products to their respective municipalities which will be used for urban greenery as well as to government and non-governmental organizations engaged in sales/distribution of fertilizers to farmers which they can blend

it with chemical fertilizer as well as directly the urban/ rural farmers.

II Objectives

This assignment is part of a wider intervention of the project that aims to create public private partnership between governmental and nongovernmental organizations engaged in agricultural transformation and urban greening and Micro and Small Enterprises (MSEs) including youth groups organized to convert Municipal Solid Waste into Compost using the windrow technology.

The six selected cities have organized youth groups into MSEs who collect solid waste from individual households and others who will be engaged in composting in already established compost plants. The technical service provider is therefore expected to empower MSEs along the value chain of compost production in a sustainable manner so that:

1. The MSEs are able to segregate municipal solid waste in a way that can minimize impurities for quality compost production.
2. The MSEs are able to produce quality organic compost from municipal solid waste as per the standards mentioned above.
3. The MSEs are able to properly apply the required activators which are necessary for making good and standardized quality compost at a faster rate and establish the market linkage with suppliers of the activator for future use.
4. The MSEs are able to establish long term agreement with organic compost users; could be for urban greening or for crop and vegetable production.

III SCOPE OF THE SERVICE / WORK

One of the problems confronting urban waste and greenery management in Ethiopia is the lack of financial sustainability. In general, the delivery of waste and greenery services is subsidised by local authorities. Since there are virtually no benefits arising from waste value addition in the baseline situation, and given the political dimensions associated with full cost recovery for the delivery of services,

a market-based approach is recommended by the project to cover the entire waste management chain. To this effect, compost, which is a commodity that can bring tangible benefits, will be promoted using a market-based approach. This requires building capacity of firms and individuals specifically MSEs involved in the value chain and create sustainable market for the compost produced out of municipal solid waste.

The firm is expected to travel to the six cities (Mekele, Bahir Dar, Bishoftu, Adama, Hawassa and Dire Dawa) and provide hands on training to MSEs who are engaged in Municipal Solid Waste Collection and Compost Production. The firm is also expected to avail materials required for the training and supply the activator enough to produce three to four times from all organic waste availed to the composting centre within the contracting period in each city. The consulting firm shall also ensure that national stakeholders are consulted throughout the process to ensure the purpose is fully understood and agreed on. The involvement of the consultant shall end when the MSEs sale all compost produced four times and reached in a long-term agreement with buyers. To this effect the firm shall undertake but not limited to the following activities:

- Arrange inception workshop to ensure all relevant stakeholders are aware on purpose of the hands-on training and expected support the firm might need to achieve its mission;
- Undertake a training need assessment of the MSEs that are established to produce compost and develop training packages and manuals as well as translate in to the working language of respective cities.
- Undertake a gap assessment of six compost sites and suggest for tools/equipment to be procured and establish systems as per the nationally set standard
- Provide practical training on how to sort municipal solid waste to reduce impurities, develop an easy to understand guideline, preferably pictorial type, to do so and advice the effect of not adhering to the guidelines to MSEs engaged in solid waste collection;
- Provide hands on training on windrow technology and the application of activator to produce organic compost from urban solid waste;
- Develop an easy to understand guideline using respective local languages to MSEs engaged in compost production;
- Develop a summary guideline that can be posted in the six compost sites
- Provide mentorship and ongoing management for trained MSEs to enable them produce standardized humus compost;
- Follow up and mentor trained MSEs on the effectiveness and use of compost;

- Promote the advantage of using organic compost produced from urban solid waste directly or by blending with chemical fertilizers to potential users;
- Develop sustainable market strategy and establish market mechanism among MSEs and potential users of compost for sustainable production and marketing.

IV. EXPECTED OUTPUTS AND DELIVERABLES

Output 1: Market based system is developed for compost

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> - Inception report: The consulting Firm shall prepare an inception report that contains a detailed work plan and methods of hands on training 	10 days after signing of the contract
<i>First instalment payment to consulting Firm</i>	<i>20% of total payment</i>
<ul style="list-style-type: none"> - Market assessment: Assessment is carried out on potential market for organic compost produced from municipal solid waste and report is developed on the finding 	30 days after signing of the contract
<ul style="list-style-type: none"> - Develop sustainable market strategy and establish market mechanism among MSEs and potential users of compost for sustainable 	40 days after signing of the contract
<ul style="list-style-type: none"> - Gap assessment: Undertake a gap assessment of six compost sites and suggest for tools/equipment to be procured and establish systems as per the nationally set standard 	50 Days after signing of the contract
<ul style="list-style-type: none"> - Guidelines: Two easy to understand guidelines for municipal solid waste sorting and compost production are developed, translated into local languages and published 	65 days after signing of the contract

<ul style="list-style-type: none"> - Value chain analysis: Analysis is undertaken on how the solid waste collection and composting is exercised in the six municipalities and come up with recommended options for better value chain 	75 days after signing of the contract
<i>Second installment payment to consulting Firm</i>	<i>20% of total payment</i>
<ul style="list-style-type: none"> - Training on the guidelines: Training is provided to all MSEs using the easy to understand guidelines on solid waste sorting and compost production 	78 days after signing of the contract
<ul style="list-style-type: none"> - Sample produced: MSEs are supported to produce sample compost for promotion and testing 	123 days after signing of the contract
<ul style="list-style-type: none"> - Promoting the sample: The sample compost is tested for quality and promoted to potential users 	125 days after signing of the contract
<i>Third installment payment to consulting Firm</i>	<i>20% of total payment</i>

Output 2: Quality compost is produced by the MSEs and marketed

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> - Compost produced: Quality compost is produced four times by MSEs as per the standards from total amount of solid waste availed to the composting sites during the contracting period in each city 	245 days after signing of the contract
<ul style="list-style-type: none"> - Sorting solid waste properly: More than 14 MSEs from each city are able to sort municipal solid waste and produce quality compost 	250 days after signing of the contract
<i>Fourth instalment payment to consulting Firm</i>	<i>20% of total payment</i>
<ul style="list-style-type: none"> - Creating sustainable market: Compost produced during the entire period is sold and long term agreement is concluded between the MSEs and potential compost users 	270 days after signing of the contract
<i>Fifth instalment payment to consulting Firm</i>	<i>20% of total payment</i>

V. METHODOLOGY / APPROACH OF THE SERVICE (WORK):

- a. Clearly outline the proposed methodology and scheme of work the firm thinks will help to achieve project objective in creating and sustaining value chain for municipal solid waste of targeted cities/towns (Dire Dawa, Hawasa, Adama, Bishoftu, Bahir Dard and Mekele)
- b. Clearly indicate how the municipalities can be convinced to sustainably support composting as sustainable solution for municipal solid waste management
- c. Clearly show a methodology that can help MSEs to easily understand and operationalise according to the standards and produce quality compost
- d. Clearly outline how sustainable market can be created for organic compost produced from urban solid waste

VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS:

The consulting Firm shall submit all deliverables for comments to MUDH and UNDP and it shall work under the direct supervision of MUDH Project Management Unit Office and UNDP's Programme Analyst.

The required logistical arrangements (such as workshop venues, workshop invitations and bilateral stakeholder meetings) shall be made by UNDP, which will also cover workshop/meeting costs.

Costs related to international as well as local travel shall be fully covered by the consulting Firm.

Additional expenditures to be incurred by the consulting firm must be discussed and documented with UNDP in advance.

VII. PAYMENT MILESTONES AND AUTHORITY:

Instalment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 st Instalment	Upon submission of inception report	MoUDH and UNDP	20%
2 nd Instalment	Upon Analysis is undertaken on how the solid waste collection and composting is exercised in the six municipalities and come up with recommended options for better value chain	MoUDH and UNDP	20%
3 rd Instalment	Upon sample compost is produced tested for quality and promoted to potential users	MoUDH and UNDP	20%
4 th Instalment	Upon properly sorted solid waste is converted to quality compost by 14 MSEs from each city and sold	MoUDH and UNDP	20%
5 th Instalment	Upon long term agreement is reached between MSEs and buyers/ end-users	MoUDH and UNDP	20%

VIII. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

Minimum Organization Requirements

The consulting Firm should have:

- Appropriate technical expertise in organic compost production using windrow technology from municipality solid waste
- Practical experience in producing and selling or using organic compost for tree plantation and crop production
- Experience in developing training guidelines and providing hands on training to less educated people
- A strong understanding on national and international standards for organic compost
- A proven track record in developing countries (including, ideally, Ethiopia) working on similar tasks
- Demonstrated ability to analyze potential market for compost and promote in order to create long term market relationships.

The project will provide ISWM expert that will work with the firm. In addition to this expert, among others, the consulting Firm should propose the following expertise:

No	Title	Qualification and experience
1.	Team Leader/Compost training organizer	<p>Master's degree or above in agriculture, economics, biology or a similar discipline. At least 10years experience in similar work.</p> <p>The consulting team should include an experienced Team Leader/Compost trainer (amongst other areas) in organic compost production using windrow technology; sales of compost; developing guidelines; providing hands on training. The Team Leader/Compost Trainer is responsible for the overall delivery of all outputs under this assignment. He/ She must have the following experience:</p> <ul style="list-style-type: none">• Strong knowledge of organic compost production. The Team Leader must have a proven track record of at least 10 years working in organic compost production and marketing the same.• Strong understanding of type and quantity of elements a quality compost should incorporate to safely use it for tree plantation and crop production• Strong knowledge of how activator is used to produce quality compost• Demonstrated strong leadership, effective management skills, good coordination ability and ability to foster a good team working spirit.• Adequate knowledge of the developing country national context, preferably sub-Saharan Africa and ideally Ethiopia.• Demonstrated professional experience and expertise in facilitating stakeholder consultation events.• Proven experience working with international development

		<p>organizations such as UNDP, the private sector and government</p> <p>Language and other skills:</p> <ul style="list-style-type: none"> • Good communication skills in written and spoken English. Knowledge of Amharic is an advantage • Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff). • Computer skills: full command of Microsoft applications (Word, Excel, PowerPoint) and common internet applications.
2.	Marketing Expert	<p>Master's degree or above marketing, business administration, economics or a similar discipline. At least 10 years' experience in relevant tasks.</p> <p>The consulting team should include an expert with a proven track-record working in marketing products mainly compost and market analysis. The marketing expert is responsible for assessing market opportunities and ensuring sustainable market is created for the MSEs engaged in composting. He/she must have the following experience:</p> <ul style="list-style-type: none"> • Strong knowledge of marketing. The marketing expert should have at least 10 years of experience in market analysis, marketing research and promotion • Strong understanding the local market for organic compost both on the demand and supply side. • Demonstrable direct experience with marketing products mainly agricultural inputs • Experience in data gathering and research, especially in the context of marketing. • Adequate knowledge of the developing country national context, preferably sub-Saharan Africa and ideally Ethiopia. • Good communication skills in written and spoken English. Knowledge of Amharic is an advantage • Proven experience working with international development organizations such as UNDP, private organizations, MSEs and government.
3.	Three Trainers	<p>BSC degree or above in biology, agriculture, environmental science, or a similar discipline. At least 10 years' experience in relevant tasks.</p> <p>The consulting team should include a trainer expert with a proven track-record of working on providing training to MSEs and developing training manuals. The trainer shall be responsible for developing training manuals in Ahmaric and providing theoretical and practical training to the MSEs. The Trainer must have the following experience:</p> <ul style="list-style-type: none"> • Strong knowledge of developing manuals that can be easily used by

		<p>less educated people. The trainer must have 10 years of proven experience in training MSEs preferably in organic compost.</p> <ul style="list-style-type: none"> • Demonstrable experience with practical training methodologies. • Demonstrable direct experience on hands on training ideally in compost production • Adequate knowledge of the developing country national context, preferably sub-Saharan Africa and ideally Ethiopia. • Good communication skills in written and spoken English as well as Amharic. Knowledge of Oromifa, Somalie and Tigrigna is an advantage • Proven experience working with international development organizations such as UNDP, MSEs and government.
--	--	---

IX. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified consultancy Firm is expected to submit both the Technical and Financial Proposals. Accordingly, the firm will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), 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 weights of the proposals are:
 - Technical Criteria weight is 70%
 - Financial Criteria weight is 30%

X. LOGISTICAL SUPPORT

Access to the key stakeholders and arrangement of relevant meetings and workshops and associated costs will be facilitated and managed by UNDP and MoUDH.

XI. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider here below is given a proposed Table of Contents. Accordingly, your Technical Proposal document must have at least the preferred content as outlined in the RFP Standard Bid Document (SBD).

XII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consulting Firms shall not either, during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the Consulting Firms under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

XII. ANNEXES TO THE TOR

Existing literature or documents that will help Offerors gain a better understanding of the project situation and the work required should be provided as annex/es to the TOR, especially if such literature or documents are not confidential.

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Herewith please find the **Standard Technical Proposal Evaluation Criteria** along with respective allocated weight template for Requester's subsequent review. As per the relevance of the proposed criteria it can either:

- a. Redistribute the allocated weight;
- b. Delete specific criteria if you find it irrelevant or less relevant; or
- c. Replace with new criteria along with corresponding allocated weight

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
TOTAL		100%	1000

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control	90
1.3	Extent to which any work would be sub-contracted (sub-contracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedure, warranty	25
1.5	Relevance of: - Specialized Knowledge - Experience on Similar Programmes / Projects - Experience on Projects in Ethiopia and the Region - Work for UNDP/ major multilateral/ or bilateral programmes	120
SUB TOTAL		300

Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120

2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
SUB TOTAL		400
Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		
3.1	Team Leader/ Compost training organizer General Qualifications Suitability for the Project	
	- Compost production experience	50
	- Regional/national experience	20
	- Experience managing similar projects	10
	- Experience working with international development organizations	10
	- Language qualification	10
SUB TOTAL		100
3.2	Marketing expert General Qualifications Suitability for the project	
	- Market analysis and sales experience	50
	- Regional/national experience	15
	- Experience working on similar projects	10
	- Experience working with international development organizations	10
	- Language qualification	15
SUB TOTAL		100
3.3	Trainers (2) General Qualifications Suitability for the project	
	- Compost production experience	50
	- Carbon/climate finance experience	20
	- Regional/national experience	10
	- Experience working with international development organizations	10
	- Language qualification	10
SUB TOTAL		100
Aggregate		1000