



## TERMS OF REFERENCE

### CAPACITY BUILDING FOR ADDIS ABABA CITY MUNICIPALITY- “BEAUTIFYING SHEGER PROJECT” OFFICE LIVELIHOOD STUDY AND SUSTAINABLE OPTIONS FOR THE RIVER SIDE RESIDENTS

#### I. POSITION INFORMATION

Services/Work Description:	IN-DEPTH LIVELIHOOD STUDY AND SUSTAINABLE OPTIONS FOR THE RIVER SIDE RESIDENTS
Duty Station:	Addis Ababa, Ethiopia
Type of the Contract:	National Consulting Firm
Duration:	3 months
Expected Start Date:	Immediate after concluding the contract

#### II. BACKGROUND

Addis Ababa is one of the fastest growing cities in Africa mainly through rural- urban migration. The current population of the city is estimated at about 5 million. As in many cities in Sub-Saharan African (SSA) countries, population growth in Addis Ababa has outstripped infrastructure development and stretched basic service provision in areas such as sanitation and safe water supply, transport, housing and energy. It has also generated considerable strain on institutions – especially the Addis Ababa City Corporation but also others – in that skills, systems, financing and capacities for urban planning, land management and service delivery have not kept pace with the speed of change. This has led, among other things, to the growth of informal settlements, widespread un- and under-employment, especially among youth, poor access to and quality of services, air, water and soil pollution and degradation, uncontrolled solid and liquid waste disposal, absence of green spaces for citizens to enjoy and increased flood risk. These challenges have adversely affected the urban ecosystem, socio- economic environment and the overall quality of life of those who live in Addis Ababa. In the meantime, rising temperatures and a changing climate pose growing risks and complicate the situation.

A major concern is the poor management and utilization of natural resources, including rivers exposed to environmental pollution. Noteworthy among them are two major rivers running from Mount Entoto down to the bottom of the Akaki area, stretching for 23.8 kms and 27.5 kms, Kurtime and Bentyiketu respectively. The rivers cut through the heart of the city, passing through the heavily populated part of Addis Ababa finally flowing into the Akaki river. Addis Ababa’s rivers serve as garbage disposal points and sewerage outlets. The situation becomes more acute during rainy seasons; heavy flooding causes the sewage system to overflow, which contaminates water lines, overflows over the streets and pollutes the city. Generally, these challenges have adversely affected the urban ecosystem, the wellbeing of the people and the overall quality of life in the city.

Approximately 32,000 households each with an average of 5 people and that there were 2,500 industrial establishments along the project site (2017). (Given Addis Ababa’s increasing trend in population growth,

urbanization and industrialization these numbers need to be revised accordingly). Both the Prime Minister's Office (PMO) and the City Administration assured that there was no intention of displacing the population, except in limited fashion, from the riverside areas where they currently reside. Officials mentioned the example of the 'Legahar' project (also known as Le Gare), being implemented by EMAAR from the U.A.E., as a possible model. They noted that bringing development benefits to the populations already living along the riversides was a core concern and would be given a high priority.

The Prime Minister of Ethiopia is committed to urban renewal Addis Ababa. He has launched a flagship initiative titled 'Sheger Project' which aims at renewing the Addis Ababa City – as its name implies – and making it green as well as clean. This intervention will work on greening the riverside; installing proper sewerage and drainage infrastructure as alternatives to liquid waste disposal; and finding alternative livelihoods for people whose lives are dependent on the rivers. This requires interventions such as greening the riverside; installing proper sewerage and drainage infrastructure

In view of these understanding, UNDP Ethiopia CO is seeking to commission an in-depth assessment of livelihood of the riverside residents and, to document the situation and formulate an evidence-based strategy that clearly indicates alternative livelihood options for the people to be affected by the project. This also includes potential alternative, innovative and sustainable livelihood options for the communities including youth and women who depends their source of income on micro and small scale formal and informal businesses including urban agricultural activities around the riverside. Therefore, UNDP envisages contracting a duly experienced and high caliber consulting firm that can provide qualified and timely technical support and guidance on this subject.

### III. STUDY OBJECTIVE

The study aims to contribute to the formulation of a comprehensive and realistic options to ensure sustainable livelihood options for the river side residents, specifically for those who runs micro and small scale formal and informal businesses including urban agricultural activities will be affected by the Sheger project. The study will also inform the government and key stakeholders with an adequate understanding of both the current baseline situation and a road map for the solution based on opportunities that arise from the sheger project. The findings of the study help stakeholders in analyzing available options to develop a portfolio for sustainable and evidence-based interventions.

### IV. STUDY METHODOLOGY

A combination of quantitative and qualitative methods will be used to review the livelihood situation of micro and small scale formal and informal businesses residences of the riverside community. The quantitative methods will employ household socio-economic surveying on livelihood resources and measuring their income. A representative sample need to be selected but the whole data of households residing in the riverside will be triangulated with the records from respective Kebeles, Woredas/districts and Sub-cities. The qualitative methods will include key informant interviews, focus group discussions and desk research. To further understand the current micro and small scale formal and informal businesses situation in and around the riverside, literature and desk reviews as well as assessments done by the municipality and sub-city administrations will be undertaken and first-hand data will be collected from different sources.

### V. SCOPE OF WORK

The prospective consulting firm will undertake the following tasks in collaboration with municipality office and its structure down to the Woreda level, UNDP and other development partners.

1. Desk review of previous and existing livelihood assessment and study around the riverside as well as similar studies for the city of Addis with a focus micro and small scale formal and informal businesses including urban agricultural activities.
2. Document legal and regulatory framework related the livelihood for urban slam dwellers including low income riverside residences
3. Conduct survey by deploying data collectors to administer the questionnaire and baseline survey
4. Conduct an assessment of sources and mechanisms of livelihood
  - i. Basic livelihood profile for the riverside residences (including the livelihood sources, income level type of business (formal or informal) number of residences benefiting including dependents, etc.);
  - ii. Establishment of livelihood baseline per person and per household;
5. Provide a comprehensive assessment and analytical report of the livelihood situation in riverside. This will include income level categorization, in-depth analysis of source of livelihoods that are directly linked with the river, sources being exploited and any social, economic, cultural or environmental factors relevant to prevailing energy access arrangements;
6. On the basis of the above assessment, and in consultation with relevant stakeholders including Governments, line ministries, financial institutions, multilateral organization, donors, UN agencies and NGOs, Chamber of commerce, CSOs, CBOs community representatives and suggest interventions to improve the livelihood situation;
7. Develop a portfolio of alternative livelihood that will arise from the riverside project and best practices (including local level/ from community solutions) that can be scaled up, based on the outcome of the assessment;
8. Develop a market-based mechanism including job creation and link with alternative financing instruments such as micro financing scheme
9. Develop strategy and provide relevant livelihoods initiatives that can be linked/ taped form the riverside project and propose mechanisms to enhance access to sustainable financing and market-based mechanism
10. Provide analysis of capacity development needs with regard to local institutional capacity including government/Woreda, CSOs and CBOs, identifying capacity gaps to be addressed and how these might be filled;
11. Produce a final technical report summarizing recommendations and interventions that can underpin informed decision-making processes.
12. Assess opportunities and explore cost effective or economically viable, socially adaptable and environmentally sustainable livelihood option for communities to be affected by the project operation; and recommend implementation strategies;

## **VI. EXPECTED OUTPUT**

BASED ON THE AFOREMENTIONED SCOPE OF THE WORK, THE CONSULTING FIRM EXPECTED TO DELIVER THE FOLLOWING THREE MAJOR OUTCOMES

- Comprehensive assessment report including livelihood strategy, action plan and alternative livelihood options that are economically viable, socially acceptable and environmentally sound;
- Basic livelihood profile of affected communities; including baseline on livelihood sources and income level.
- Policy recommendation for any existing legal and regulatory framework gaps.

## VII. DELIVERABLES AND TIMELINE

This assignment will be carried out for three months.

No	Deliverables	Duration (approx.)
1	Inception report (including methodology, suggested annotated outlines of the assessment report)	8 calendar days after signing of the contract
2	Desk review, primary data collection by conducting surveys, meetings, interviews, focus group discussions. Secondary data collection by reviewing existing studies, policies, strategies and regulations; review of national development plan and stakeholder consultations	30 calendar days after presentation of inception report
3	Workshop with relevant stakeholders to present findings of the assessment and general outline of programme document	5 calendar days after submission of draft assessment report
5	Develop draft report	15 calendar days after submission of final report
6	Validation meeting for programme document	2 calendar days after submission of final report
7	Submit final report	10 calendar days after the validation meeting

## VIII. INSTITUTIONAL ARRANGEMENT/REPORTING

The Consulting firm will work in close collaboration with UNDP Country office, Addis Ababa City Mayor's office including Sub-city and Woreda offices and riverside development agency.

- The Consulting firm will be given access to relevant information necessary for execution of the tasks under this assignment;
- The Consulting firm are expected to conduct meetings and interviews and consultations with community key stakeholders and development partners.
- Given the sensitive nature of project before the report is approved, the Consulting firm 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.

## IX. LOGISTICS AND ADMINISTRATIVE SUPPORT

The Consulting firm will be responsible for providing their own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection. The firm will organize own transportation arrangements and deploy more data collectors and enumerators as needed.

## X. REQUIRED QUALIFICATIONS

No	Title	Qualification and experience
1.	Team Leader / sustainable urban livelihood expert	Advanced university degree in sustainable urban livelihood, economic development, sociology, or related fields;  The consulting team should include a team leader with a proven track-record working in conducting livelihood study ideally in the urban specifically slam settings. The team leader is responsible for conducting the livelihood study

		<p>situation analyses, recommend for practical solutions including market-based mechanisms. He/she must have the following experience:</p> <ul style="list-style-type: none"> <li>▪ At least 15 years relevant work experience, of which 5 years in international context, particularly in sub-share Africa;</li> <li>▪ Hands-on experience in design, monitoring and evaluation of development projects, experience with undertaking assessments, and strategic planning;</li> <li>▪ Strong interest and exposure to sustainable urban development and issues, especially in the area of livelihood;</li> <li>▪ Ability to think creatively, and to explore, harness and translate innovative concepts into practice.</li> <li>▪ Able to work independently and deliver quality reports on time.</li> <li>▪ Proven experience in design, and implementation of livelihood alternative intervention for lower income categories including women and youth.</li> <li>▪ Good understanding of using basic testing and monitoring equipment on pre-installation and project monitoring and evaluation.</li> <li>▪ Experience in the planning, design, budgeting and management of livelihood projects</li> </ul> <p>Language and other skills:</p> <ul style="list-style-type: none"> <li>▪ Good communication skills in written and spoken English. Knowledge of Amharic/local is an advantage</li> <li>▪ Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff).</li> <li>▪ Computer skills: full command of Microsoft applications (Word, Excel, PowerPoint) and common internet applications.</li> </ul>
2.	Finance and Marketing/MSE business 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 market development of micro and small-scale enterprise mainly urban slam dwellers. The marketing expert is responsible for assessing financing source, market opportunities and ensuring sustainable market created for the MSEs engaged in the riverside and its surrounding. He/she must have the following experience:</p> <ul style="list-style-type: none"> <li>▪ Strong knowledge of marketing. The marketing expert should have at least 10 years of experience in market analysis, marketing research and promotion;</li> <li>▪ Strong understanding of the finance and the market regulatory environment for MSEs and urban slam dwellers;</li> <li>▪ Demonstrable direct experience with finance and marketing products mainly appropriate alternative livelihood strategy for urban slam dwellers;</li> <li>▪ Experience in data gathering and research, especially in the context of marketing and finance ;</li> <li>▪ Adequate knowledge of the developing country national context, preferably sub-Saharan Africa and ideally Ethiopia;</li> <li>▪ Good communication skills in written and spoken English. Knowledge</li> </ul>

		<p>of Amharic/local is an advantage;</p> <ul style="list-style-type: none"> <li>Proven experience working with international development organizations such as UNDP, private organizations, MSEs and government.</li> </ul>
3.	Socio – economic expert	<p>BSC degree or above in sociology, economics, or a similar discipline. At least 10 years’ experience in relevant tasks.</p> <p>The consulting team should include a socio-economic expert with a proven track-record of working on analyzing socio- economic context of urban slam dwellers. The expert must have the following experience:</p> <ul style="list-style-type: none"> <li>Strong interest and exposure to development issues, especially in the area of alternative livelihood mechanism;</li> <li>Strong knowledge of conducting analysis on refuge and host community station;</li> <li>Demonstrable experience with practical filed work methodologies;</li> <li>Demonstrable direct experience on hands on community interventions ideally alternative livelihood related to lo rural technologies;</li> <li>Adequate knowledge of the developing country national context, preferably sub-Saharan Africa and ideally Ethiopia;</li> <li>Good communication skills in written and spoken English as well as Amharic. Knowledge of one of the region languages is an advantage;</li> <li>Proven experience working with international development organizations such as UNDP, MSEs and government.</li> </ul>

#### XI. PAYMENT MILESTONES AND AUTHORITY

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 <sup>st</sup> Installment	Submission of draft strategy	UNDP and Mayor’s office	30%
2 <sup>nd</sup> Installment	Conduced validation workshop	“	30%
3 <sup>rd</sup> Installment	Submission of final report	“	40%

#### 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:

- Redistributed the allocated weight;
- Delete specific criteria if you find it irrelevant or less relevant; or
- 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
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

<b>Technical Proposal Evaluation (FORM I)</b>		
<b>Expertise of the Firm / Organization</b>		<b>Points Obtainable</b>
<b>1.1</b>	Reputation of Organization and Staff / Credibility / Reliability /Industry Standing	<b>50</b>
<b>1.2</b>	General Organizational Capability which is likely to affect implementation	<b>100</b>
<b>1.3</b>	Quality assurance procedure, warranty	<b>30</b>
<b>1.4</b>	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Work for UNDP/ major multilateral/ or bilateral programmes	<b>120</b>
<b>SUB TOTAL</b>		<b>300</b>
<b>Technical Proposal Evaluation (FORM II) Proposed Methodology, Approach and Implementation Plan</b>		
<b>2.1</b>	To what degree does the Proposer understand the task?	<b>30</b>
<b>2.2</b>	Have the important aspects of the task been addressed in sufficient detail?	<b>25</b>
<b>2.3</b>	Are the different components of the project adequately weighted relative to one another?	<b>20</b>
<b>2.4</b>	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	<b>55</b>
<b>2.5</b>	Is the conceptual framework adopted appropriate for the task?	<b>65</b>
<b>2.6</b>	Is the scope of task well defined and does it correspond to the TOR?	<b>120</b>
<b>2.7</b>	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	<b>85</b>
<b>SUB TOTAL</b>		<b>400</b>
<b>Technical Proposal Evaluation (FORM III)</b>		
<b>Management Structure and Key Personnel</b>		
<b>3.1</b>	<b>Team Leader / sustainable urban livelihood expert</b>	
	General Qualification	<b>20</b>
	Suitability for the Project	
	- International experience	<b>20</b>
	- Training experience	<b>10</b>
	- Professional experience in the area of specialization	<b>35</b>
	- Knowledge of region	<b>15</b>
- Language qualification	<b>10</b>	
<b>SUB TOTAL</b>		<b>110</b>
<b>3.2</b>	<b>Finance and Marketing/MSE business Expert</b>	
	General Qualification	<b>20</b>
	Suitability for the project	
	- Professional experience in the area of specialization	<b>35</b>
	- Knowledge of the national context	<b>20</b>
- Language qualification	<b>20</b>	
<b>SUB TOTAL</b>		<b>95</b>
<b>3.3</b>	<b>Socio – economic expert</b>	
	General Qualification	<b>20</b>
	Suitability for the project	
	- Professional experience in the area of specialization	<b>35</b>
	- Knowledge of the national context	<b>20</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>95</b>
<b>Aggregate</b>		<b>1000</b>