



**Reference: ETH0956**  
**Date: 1 November 2020**

## **TERMS OF REFERENCE (TOR)**

### **GENERAL INFORMATION**

**Country:** Ethiopia

**Services/Work Description:** Economic and Livelihoods Lead

**Project Title:** Capacity Building for Addis Ababa City Municipality- Mega Projects  
 Implementation Office “Beautifying Sheger Project” Office

**Duty Station:** Mega Projects Implementation Office, Addis Ababa

**Type of the Contract:** National Consultant

**Duration:** 12 Months

**Expected Start Date:** Immediately after signing

### **I. BACKGROUND AND CONTEXT**

Addis Ababa is one of the fastest growing cities in Africa, whose population increased mainly through rural-urban migration. The current population of the city is estimated at about 5 million. As cities in many Sub-Saharan African (SSA) countries, population growth has outstripped infrastructure development and that in turn has stretched the need for 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 Administration which has limitations in 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 Bantiyiketu 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.

The Prime Minister of Ethiopia is committed to urban renewal of Addis Ababa. He has launched a flagship initiation titled 'Beautifying Sheger Project' which aims at renewing the Addis Ababa City – as its name implies – and making it green as well as clean. Following the launch of the initiative, the Addis Ababa City Mayor's office, especially the newly established Addis Ababa Mega Projects Implementation Office (AAMPIO) has taken the lead in implementing the Sheger project including the overall project management and its day to-day issues. The main objective of this office is to develop & implement of Mega projects.

In view of these understanding, UNDP Ethiopia Country Office (CO) is providing capacity building support to the mayor's office in establishing a Project Management Unit (PMU) which will execute the overall project and facilitate planning, implementation, monitoring and evaluation as well as manage the day to-day activities related to the project. Among others, UNDP's support includes deploying of high caliber experts for a period of one-year. Therefore, UNDP envisages contracting a duly experienced and high caliber national consultant in the area of Economic and Livelihoods who will be part of the PMU team as as well as respectively deliver expected outputs in a timely and quality manner.

## **II. OBJECTIVES OF THE SERVICE / WORK**

The ultimate objective of the consultancy work is to coordinate the delivery of the livelihoods improvement of the people to be affected by the project and to support SMEs and micro-businesses affected by the Sheger Project and ensuring that the economic development benefits are realized. This consultant will work closely with the departments within the City Administration that are engaged in providing education and training and managing Culture and Tourism as well as other sectors such as industry and urban agriculture

## **III. SCOPE OF THE SERVICE / WORK**

In order to achieve the broad and specific objectives, the consultant in collaboration with the PMU team, will be expected to perform the following functions:

Support the Project Management Unit (PMU) and Mega Projects Implementation Office to facilitate and ensure the quality of work and timely delivery of results in the areas of economic development and livelihoods support and alternative mechanism development;

- Identify people and map out businesses to be affected by the project and provide alternative livelihood options (short, medium and long term) as per the recommendation from livelihoods assessment study

- Prepare detailed strategy and work plan for in the areas of livelihoods.
- Gain intelligence from outreach activities
- Support business development and continuity
- Promote entrepreneurship, access to finance, innovation and public engagement in economic and social activities related to the project
- Liaise with the private sector of the project
- Provide a signposting service to new and prospective businesses □ Manage marketplaces created as part of the project.
- Promote green enterprises
- Ensure gender is mainstreamed
- Promote public private partnerships

**Provide Technical Advisory Support:** closely work with the all key stakeholders in providing advisory, coordination and technical support and guidance in the areas of livelihoods support.

**Capacity development:** Work with the PMU to provide capacity building support to Mega Projects Implementation Office team of City Administration

**Support on Proposal development for resource mobilization in the areas of livelihoods:** in close consultation with the Project Manager and, develop concept notes and project proposals and support the CO in resources mobilization;

**Prepare reports** to donors, government and stakeholders regarding the status of the project

**Work with Communication team** to develop Communications and Public Engagement Manager to design campaigns to different stakeholders including the communities.

#### IV. EXPECTED OUTPUTS / DELIVERABLES

The consultant will present a consolidated draft Inception Report upon completion of the desk review and preliminary assessment of the Sheger Project, with clear methodology and detailed work plan. This draft will be subjected to clearance and approval by the project manager and mayor's office within the first two weeks of the assignment. While incorporating feedbacks and comments, the consultant will continue working on the main assignment, which should be delivered over a maximum period of 12 month.

The consultant provides quarterly progress report to the project manager, mayor's office and UNDP Senior management.

Key deliverables of this assignment are summarized as follows:

- A consolidated Inception Report and work plan that includes methodology/tools and a clearly defined schedule for the implementation;
- Quarterly progress report;
- Final report incorporating recommendations, best practices and lesson learnt.

## **V. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT**

<b>No.</b>	<b>Deliverables /Outputs</b>	<b>Estimated duration (days)</b>	<b>Review and approvals required</b>
1.	Inception Report, which includes methodology/tools and a clearly defined schedule for the implementation	15 days, after signing of the contract	Project Manager and UNDP CO
2.	1 <sup>st</sup> Quarter progress report	In 3 month time, after signing of the contract	Project Manager and UNDP CO
3.	2 <sup>nd</sup> Quarter progress report	In 6 month time, after signing of the contract	Project Manager and UNDP CO
4.	3 <sup>rd</sup> Quarter progress report	In 9 month time, after signing of the contract	Project Manager and UNDP CO
5	Consolidated annual performance report	In 12 month time, after signing of the contract	Project Manager and UNDP CO

\* The consultant is expected to suggest an estimated duration for each deliverable illustrated above

## **VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

The consultant will work under the overall guidance of the mayor's office and under the direct supervision of the Project Manager. The consultant will closely liaise with the project manager and other team member of the unit. S/he shall also cooperate and closely work with partners, donors, contractors, community and other stakeholders as necessary. S/he shall submit the required reports to UNDP.

## **VII. PAYMENT MILESTONES AND AUTHORITY**

<b>Installment of Payment/ Period</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	Submission of Inception report	Project Manager and UNDP CO	20%
2 <sup>nd</sup> Installment	Submission of 1 <sup>st</sup> quarter progress report	“	20%
3 <sup>rd</sup> Installment	Submission of 2 <sup>nd</sup> quarter progress report	“	20%
4 <sup>th</sup> Installment	Submission of 3 <sup>rd</sup> quarter progress report	“	20%
5 <sup>th</sup> Installment	Submission of Consolidated annual performance report	“	20%

## **VIII. MINIMUM REQUIREMENTS**

### **Academic Qualifications:**

- Minimum of master's in economics, development studies, business administration and in any other related social science field.
- Other related trainings and certifications is a plus.

### **Experience and competency requirements:**

- A minimum of seven years of practical experience in economic and Livelihoods issues specifically related to riverside regeneration projects in urban area;
- Experience in leading similar programmes and projects;
- Previous working experience in Ethiopia and knowledge of the local context;
- skill strong attention to detail and focus on task completion;
- Ability to multi-task changing priorities and projects;
- Demonstrated creative problem-solving abilities;
- Ability to interface easily with cross functional groups;
- Ability to create and present executive ready presentations in Power Point;
- Strong analytical skills;
- Well organized, detail-oriented, team player;
- Experience in organization, coordination as well as logistics issues is required; □ Self-starter with ability to work independently;
- Excellent leadership track record is required.

### **Language and other skills:**

- Excellent knowledge of English and local language, including the ability to set out a coherent argument in presentations and group interactions;
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff and community): and
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

## **IX. CRITERIA FOR SELECTING THE BEST OFFER**

Upon the advertisement of the Procurement Notice, qualified consultant is expected to submit both the Technical and Financial Proposals. Accordingly; the consultant 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 weight of the proposals are:

- a. Technical Criteria weight is 70%
- b. Financial Criteria weight is 30%

Criteria	Point out of 100
Educational relevance	15
Understanding the scope of work and organization of the proposal	20
Experience of similar assignment	15
Oral Interview	50
Financial (Lower Offer/Offer*100) 30% 30	

Total Score Technical Score \* 70% + Financial Score \* 30%

Total Score Technical Score \* 70% + Financial Score \* 30%

The points accumulated according to the schedule above will be multiplied then, by 0.70 to calculate total percentage for technical proposal.

If the substantive presentation of a technical proposal achieves the minimum of 49 points, the competitiveness of the offered amounts will be taken into account in the following manner:

The total percentage for the financial component is 30%. The maximum percentage is allotted to the lowest price proposed. All other proposals shall receive percentage in inverse proportion to the lowest fees; e.g.

$$[30\%] \times [\text{US\$ lowest}]/[\text{US\$ other}] = \text{percentage for other proposer's fees}$$

Interested individual consultants must submit the following documents/information to demonstrate eligibility of their qualifications:

Offeror's letter to UNDP conforming interest and availability for the Individual Contractor (IC) Assignment, including the Breakdown of Costs Supporting the Final All-Inclusive Price as per Template.

## **X. LOGISTICAL SUPPORT**

The PMU under the mayor's office will provide office space, equipment and internet access for the duration of the consultancy. The PMU will avail a vehicle and driver for travels related to the work and for mission outside Addis (if any).

## **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 advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

## **XII. CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The consultant 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 consultant under the assignment shall become and remain properties of the PMU. The contract will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

### **Recommended Presentation of 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.

<b>Proposed Table of Contents</b>	<b>Page</b>
<b>TECHNICAL PROPOSAL COVER PAGES</b>	
Cover Page (use the template hereto)	
Cover Letter (use the template hereto)	
Statement of Declaration (use the template hereto)	
<b>SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM</b>	
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	
<b>SECTION II. ANNEXES</b>	
Annex a. Duly Signed P11 (use the template hereto)	

## Annex b. Duly Signed Personal CV's

**Financial Proposal****LUMP-SUM CONTRACTS**

- The Financial Proposal shall specify a total lump-sum amount **all-inclusive**<sup>1</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).

**Travel:**

- All envisaged travel costs must be included in the financial proposal. In general, **UNDP should not accept travel costs exceeding those of an economy class ticket.** Should the IC wish to travel on a higher class he/she should do so using their own resources.
- In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective Business Unit (BU) and Individual Consultant, prior to travel and will be reimbursed.

*For detailed information, please refer to TOR in Annex 1*

**10. Confidentiality and Proprietary Interests**

The consultant 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 consultant under the assignment shall become and remain properties of the PMU. The contract will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

*For detailed information, please refer to TOR in Annex 1*

**Note: Submission of Technical and Financial proposal is mandatory. Failing to submit one of the proposals will be automatically disqualified.**

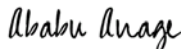

**Submission Through our secured email**

<sup>1</sup> The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal



- The proposal must be prepared in English. Failing to do so will make the proposal automatically disqualified
- You shall send your proposals through our secured email: [procurement.et@undp.org](mailto:procurement.et@undp.org)

**This TOR is approved by:**

<b>UNDP:</b>  <b>Name: Ababu Anage</b>  <b>Designation: National Climate Change Specialist (UNDP)</b>  <b>Signature:</b>  <b>Date Signed:</b> 12-Jan-2021	<b>Sheger Project:</b>  <b>Name: Alemayehu Seifu</b>  <b>Designation: Compliance Manager</b>  <b>Signature:</b>  <b>Date Signed:</b> 11-Jan-2021
---	--