

Terms of Reference (TOR)

I. GENERAL INFORMATION

Services/Description: **National Firm Level Consultancy for Development of Support for Public-Private and Civil Society Partnership: Strengthening the Private Sector Associations Engaged in Commercial Forestry & Wood Processing Industries**

Project/Program Title: REDD+ Investment Program

Duty Station: Addis Ababa, Ethiopia

Type of the Contract: National Firm

Duration: 80 working days

Expected Start Date: Immediately after signing the contract agreement

II. BACKGROUND/RATIONALE

The Government of Ethiopia has demonstrated a strong commitment to increase the forest cover and strengthen forestry's contribution to green economic growth as it is stipulated in the National Forest Sector Development Program (NFSDP). The aim is to increase forest cover from 15.7% today to 20% by 2020 and 30% by 2025. Furthermore, as stated in Ethiopia's Nationally Determined Contribution (NDC), the forest sector is expected to contribute more than 50% of the national emission reduction goal of 255 MtCO₂e to be achieved by 2030. In addition to meeting the green economic growth targets, Ethiopia is expected to increase the supply of industrial round wood. To meet Ethiopia's growing need for wood, 4.4 million cubic meters industrial round wood will be needed over the next 20 years, as demonstrated by the 2033 "unspecified sources" in the Forest Sector Review (FSR). This challenge provides a considerable investment opportunity, as Ethiopia can close the gap for demand through plantation establishment, and sustainable management of forest resources. Smallholder woodlots are currently the main source of round wood – mainly poles – and these are expected to continue to supply an important amount of round wood.

However, the objectives of increasing forest cover and reducing greenhouse gas emission as well as promotion of wood industries to satisfy the growing demand for wood and timber products could be better achieved by engaging the private sector, communities, and the public sector in sustainable management of existing forests, new establishments and expansion of the forestry sector's industry base. In line with this, Public-Private Dialogues (PPD) was recommended on IFC Study 2016 & the 1st national PPD was held on April 1st, 2017 at Sheraton Addis Hotel in the presence of EFCCC representatives and the private sector.

The years following since the national PPD, it was learned that the effort of steering the initiative from national level needs to be complemented with more actions and dialogues at regional levels to attain the desired goal intended to be achieved at the end. Recognizing this need, it was decided by ECCSA and the World Bank Group to organize and hold initial level Private-Public Dialogue in four regions i.e. SNNPRS, Amhara, Oromia and Tigray to overcome the challenges and lift barriers to commercial forestry and wood processing industries related investments.

In the Public-Private Dialogues (PPDs) conducted in four regions of Ethiopia through Ethiopian Chamber of Commerce & Sectoral Association (ECCSA) financially assisted by World Bank group, it was found out that despite government directive issued pursuant to proclamation no. 341/2003 allowing the establishment of sectorial associations of forestry sector actors, no forest development and wood producers associations are established at regional and woreda levels to date. The absence of such sectorial associations resulted in the low visibility of the sector as well as lesser interest

representation forcing the government to engage with individual firms than a broader platform, causing sector specific issues to be overlooked. This issue was handed over to Forest Sector Transformation Unit at the end of the PPDs which remained in waiting list to date requiring immediate action.

Therefore, the strengthening of the existing and establishing of forest sector associations at the national and regional levels to organize the sector and align interests towards sustainable sector growth with the encouragement and assistance of government is of paramount importance in laying foundation for creation of platform to test various technologies in the future, development of Commercial Forestry and Wood Processing Industry, creation of strong PPP with existing forest enterprises.

This activity, therefore, aims to strengthen/establish the private sector associations which UNDP in collaboration with the Environment, Forest and Climate Change Commission (EFCCC) where the firm in collaboration with ECCSA will be committed to support the establishment of private sector associations at grass-root levels & implement actionable recommendations of PPD to transform the forest sector.

III. OVERALL OBJECTIVE

Overall objective of this activity is essentially aimed at the Implementation of Actionable Recommendations of PPD to strengthen/establish Private Sector at grass root level in three regions of Ethiopia. This activity is expected to build the capacity of TWG in four regions.

Specific Objectives

The objectives of the workshop are:

- To create profile of forest and wood processing associations together with their business models
- To establish & strengthen 'Tree Growers and Company Associations'
- To prepare action plan to be implemented by each regional Technical Working Groups (TWGs) & to work with regional government organization in the Integration of recommendations of PPD position papers from 4 regions in their annual work plan through the TWGs.
- Direct the work plan and selected recommendations towards implementing actors and assign responsibility to each actor.
- To build the capacity of the TWGs
- To establish linkage with existing public forest enterprises (OFWE & AFE, Foreign enterprises operating in the country)
- To conduct awareness creation workshop on PPD recommendations
- To analyze & refine challenges, opportunities & prospects for the establishment of functional forest & wood processing industries.

IV. SCOPE OF THE SERVICE/WORK

The scope of this assignment will cover the following key areas:

- Profiling of forestry & wood processing industries with their business model established
- Establish, strengthen, & certify Forest sector associations (plantation & wood processing);
- Capacitate the TWG at regions as a follow-up for PPD
- Create and enhance platform for Innovation piloting
- Develop an individual and collective work-plans by TWGs at 4 regions
- Collect & integrate regional PPDs recommendations into the annual work plans of government & Private sectors
- Establish partnership with existing forest enterprises (such as OFWE & AFE, Foreign enterprises operating in the country)
- Enhance awareness
- Enhanced Urban-rural linkage

- Supportive Monitoring
- Validation Meeting & Reporting

V.EXPECTED OUTPUTS/ DELIVERABLES

The assignment is expected to produce the following deliverables.

- a) Draft inception report (IR) and report outline (structure), and a revised inception report following the initial discussion on the IR. The firm is also expected to prepare & deliver detailed plan of action concerning how it will actively & closely work with the Ethiopian Chamber of Commerce & Sectoral Associations (ECCSA);
- b) First draft report on the profile of the association together with their business models, establishment, action plans, PPD recommendation integrations;
- c) Progress report on the achievement of the overall and specific objectives of this assignment
- d) A final report based on feedback from a validation workshop. The validation workshop should involve key decision-makers, key stakeholders, and experts.

VI. METHODOLOGY/ APPROACH OF THE WORK

The firm needs to present a detail methodology and data collection tools that will facilitate acquisition of qualitative and quantitative data. As far as the approach is concerned, the assignment will undertake the following generic steps:

- Outline the proposed methodology and/or approach expected to be employed including the collection and analysis of primary and secondary data relevant for the work and vivid results (indicators and measurements).
- Discuss in detail with ECCSA about the national & regional PPD recommendations and how to effectively implement these recommendations.
- Conduct focus group meeting/kick off meeting with EFCCC and UNDP staffs to determine the parameters of the TOR.
- Consult regional authorities, the private sector, and relevant stakeholders to find out better implementation strategies for the tasks agreed and the expected results.
- Carry out participatory focus group discussion and interview small- and medium-scale enterprise owners.
- Carefully review the gaps/limitations, challenges, opportunities, prospects in relation to the establishment of the private sector associations and the benefits of such to the forest sector transformation.
- The selected firm can suggest additional instruments and information that might be useful for the study. However, it must be agreed with the client before its application.

In addition, the firm will undertake the following activities:

- **Initial discussions:** Initial kick off meeting with FSTU/EFCC and UNDP to determine and discuss the parameters of the TOR and to review future work progress plan.
- **Desk review:** the firm will conduct desk review to learn about the national and regional PPDS as well as their recommendations, the role of this activity for the transformation of the forest sector so far, also learn from other institutions in the country, particularly the ECCSA and private forest enterprises and use the outputs to plan areas and methods of transformation and expected results.
- **Consultative meetings:** There shall be consultative meetings with relevant federal and regional stakeholders (public, private,) in Amhara, Oromia and SNNPR regions; concerning supports for establishment and strengthening of commercial forestry as well as wood processing associations.
- **Field observations:** the firm will organize field level observations, shall hold meetings with the two regional forest enterprise to identify challenges of associations, and other actors who may have engaged in establishment & strengthening of private sector associations in a given sector, so that critical lesson will be learnt.

- **Memorandum of Understanding:** UNDP will sign a memorandum of understanding with the firm at federal level and the firm shall work with ECCSA & its counter parts at regions and the TWG in each region.

VII. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT

The work will be guided under the auspices of the UNDP. For practical purposes, the firm will directly report to the Director of the FSTU. The firm is expected to closely work with the Climate Change Specialist at the Ethiopia UNDP Country Program Office & Business Development Team at FSTU.

The Deliverables and Duration of Assignment

No	Deliverable	Expected Output	Duration
1	Implementation Plan	Report including report outline, methodology, provisional report format, suggested annotated outlines of the deliverables. The inception report should include details of proposed initial focus group meetings	10 calendar days after signing contract
2	1 st Draft Progress Report	Interim Report	40 calendar days after presentation of implementation plan
	Validation Workshop	Hold validation workshop to present findings and get inputs for refinement of the report	10 calendar days after submission of the Draft Report
3	Final Report on Annexes/Excel Data/GIS Data	Completed Final Report and database of potential sites	20 calendar days after validation workshop

VIII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

This consultancy work will be guided by FSTU/EFCCC. The firm will report to FSTU Director. The firm should closely work with the Business Development team at FSTU and other stakeholders. The firm shall have consultations with key Government Partners including the Forest Sector Deputy Commissioner of EFCCC; the regional TWGs; ECCSA; the CRGE Facility, Ministry of Finance particularly PPP directorate and with the Embassy of Norway Sweden and other development partners in Ethiopia. The firm shall also hold consultation with research and academia to gain more inputs crucial for developing establishing & strengthening private sector associations.

IX. PAYMENT AND AUTHORITY

The firm will indicate the cost of services for each deliverable (an all-inclusive lump-sum contract amount) when applying for this work. The organization will be paid only after the UNDP confirms the successful completion of deliverables as outlined below. The qualified firm shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Payment Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st instalment	Following the presentation of detailed activity plan that shows processes, outputs, timeline, target groups and other necessary inputs (including budget) to carry out the assignment (a kind of inception report).	UNDP and FSTU	30%
2 nd instalment	Following submission and approval of the 1 st draft progress implementation report and validation workshop minutes	UNDP and FSTU	30%
3 rd instalment	Following submission and approval of the final assessment report	UNDP and FSTU	40%

X.REQUIREMENTS

The consulting firm is expected to deploy together multi-disciplinary team of experts including organizational development, cooperative development, law, environmentalists etc.

Organization Experiences

The prospective Service Provider firm is expected to meet the following minimum requirements:

- The firm must have at least 5 years of practical experience in private sector support, cooperative support, development, private sector capacity development, entrepreneurship, coordination of project and organizations, strategic plan and action plan development, leadership,
- The firm and its experts need to have experience of working with diverse stakeholder including the private sector and government agencies;
- Knowledge of relevant sectors and access to stakeholders and relevant information sources at national level;
- In-depth knowledge about the forest sector of Ethiopia, its challenges, opportunities, the need for change, & its role in sector transformation, innovation;
- Capability to deploy senior experts with good coordination, networking, communication and presentation skills,
- Experience working with UN or other international organizations beneficial,
- Previous direct involvement in similar tasks related to the private sector is an advantage.

Professional Skills and Experience

Academic Qualifications (for team leader)

- MSc degree in environmental science, cooperative development, law, entrepreneurship, organizational leadership, Marketing, development study, organizational development, economics, project management and the like,
- At least 10 years of experience in forests, organizational development, cooperative development, environment research, project and program design, strategic plan preparation, capacity development, project leadership, marketing and other relevant fields,
- Experience in piloting similar tasks & designing strategy for training and capacity building programs
- Experience in leading team of experts
- Clear understanding of the task at hand (organizing & capacity development) and implementation of actionable recommendations,
- Strong understanding of REDD+ initiatives and familiarity with the Ethiopian forest sector projects and the project management process is desirable,
- Proven experience in preparation of training manuals and delivery of adult trainings,
- The team leader should have strong analytical aptitude, communication, report writing skills

Experts (Technologist/environmentalist Expert & Forest/environment researcher)

The expert/s to work with the team leader need to hold MSc degree and 10 years extensive experience in designing various supports to the private sector, research and marketing of private sector issues, cooperative development, skills in preparation of and delivering capacity building training, and relevant experiences in line with the specific tasks indicated in the TOR. The firm is expected to involve at least two experts: ***Technologist/environmentalist Expert & Forest/environment researcher.***

Expert

Language Requirements and functional competencies

- Excellent written and verbal communication skills in English,
- Good facilitation and communication skills,
- Ability to plan, prioritize and deliver a variety of tasks on time,
- Ability to facilitate workshop,
- Ability to provide constructive coaching and feedback for others,
- Ability to work in culturally diverse environments and handle sensitive issues with diplomacy and tact,
- Ability to plan for and produce quality results in meeting established goals.

XI. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement Notice, qualified 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 weight of the proposals is:
 - a. Technical Criteria weight is 70%
 - b. Financial Criteria weight is 30%

XII. LOGISTICAL SUPPORT

It is the responsibility of the firm to arrange Field travels and other consultancy service-related costs (meetings/workshops). These costs should be included in the financial proposal of the NC.

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The 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 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.

XIV. HOW TO APPLY

It should be submitted through <https://etendering.partneragencies.org> search for Event ID **ETH2477**

XV. STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Below are the Standard Technical Proposal Evaluation Criteria along with respective allocated weight template for Requester's subsequent review.

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 <ul style="list-style-type: none">- 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 subcontracted (subcontracting 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 Programme/Projects - Experience on Projects management in 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 enough 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: General Qualification Suitability for the Project	
	- Leadership/coordination Experience	50
	- National experience in the topic	50
	- Educational preparation and professional experience in the area of specialization	50
	- Language qualification and evidence of publications	50
SUB TOTAL		200
3.2	Technologist/environmentalist Expert General Qualification Suitability for the project	
	- Educational and professional experience in the area of specialization	25
	- Language qualification	25
SUB TOTAL		50
3.3	Forest/environment researcher	
	General Qualification	
	Suitability for the project	
	- Educational and professional experience in the area of specialization	25
	- Language qualification	25
SUB TOTAL		100
Aggregate		1000