

Standard
Procurement Documents

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**Expression of Interest**

1st Edition

December 2020

insert

project logo

(if existing)

*Ministry of Agriculture*

Participatory Agriculture and Climate Transformation (PACT) Programme

**Expression of Interest**

(by the consulting firm in response to the REOI issued by the procuring entity)

for

**Community Driven Approach Training**

**and**

 **Landscape Development Plan**

Ref No:EOI/PACT\_LDIP\_C04/2024

*[This document applies to all selection methods for consulting firms of the IFAD procurement handbook. This procurement activity must be advertised and a template for this purpose is provided separately.]*

**Issue Date:**

**Foreword**

This document has been prepared by *[name of procuring entity]* and is based on the 1st edition of the IFAD-issued standard procurement document for expression of interest available at [www.ifad.org/project-procurement](http://www.ifad.org/project-procurement). This bidding document is to be used for the procurement of services using *[insert selection method]* in projects financed by IFAD.

IFAD does not guarantee the completeness, accuracy or translation, if applicable, or any other aspect in connection with the content of this document.

***[No texts in red font or square brackets shall remain once the REOI is resolved and finalised]***

**Instructions to Consultants[[1]](#footnote-1)**

**Reference Number:** EOI/PACT\_VCA\_C03/2024

***[insert date]***

**Assignment Title:** **Community Driven Approach Training & Landscape Development plan**

1. The *Ministry of Agriculture* has received financing from the International Fund for Agricultural Development (“the Fund” or “IFAD”) towards the cost of *Participatory Agriculture and Climate Transformation (PACT) Programme* (“the client” or “procuring entity”), and intends to apply part of the proceeds for the recruitment of consulting services, for which this REOI is issued.

The use of any IFAD financing shall be subject to IFAD’s approval, pursuant to the terms and conditions of the financing agreement, as well as IFAD’s rules, policies and procedures. IFAD and its officials, agents and employees shall be held harmless from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any party in connection with Participatory Agriculture and Climate Transformation (PACT) Programme*.*

1. The client now invites expressions of interest (EOIs) from legally constituted consulting firms (not individual consultants) (“consultants”) to provide Community Driven Approach Training & Landscape Development plan consultancy service. More details on these consulting services are provided in the preliminary terms of reference (PTOR) attached as **Annex 1**. The consultant may sub-contract selected activities provided that said services do will not exceed 20% of the total consultancy work.
2. Before preparing its EOIs, the consultant is advised to review the preliminary terms of referenceattached as **Annex 1**, which describe the assignment and **Annex 2** that details the evaluation of the technical qualifications.
3. The consultant shall not have any actual, potential or reasonably perceived conflict of interest. A consultant with an actual, potential or reasonably perceived conflict of interest shall be disqualified unless otherwise explicitly approved by the Fund. A consultant including their respective personnel and affiliates are considered to have a conflict of interest if they a) have a relationship that provides them with undue or undisclosed information about or influence over the selection process and the execution of the contract, b) participate in more than one EOI under this procurement action, c) have a business or family relationship with a member of the client’s board of directors or its personnel, the Fund or its personnel, or any other individual that was, has been or might reasonably be directly or indirectly involved in any part of (i) the preparation of this expression of interest, (ii) the selection process for this procurement, or (iii) execution of the contract. The consultant has an ongoing obligation to disclose any situation of actual, potential or reasonably perceived conflict of interest during preparation of the EOI, the selection process or the contract execution. Failure to properly disclose any of said situations may lead to appropriate actions, including the disqualification of the consultant, the termination of the contract and any other as appropriate under the IFAD Policy on Preventing Fraud and Corruption in its Projects and Operations[[2]](#footnote-2).
4. All consultants are required to comply with the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations (hereinafter, “IFAD’s Anticorruption Policy”) in competing for, or in executing, the contract.
	1. If determined that a consultant or any of its personnel or agents, or its sub-consultants, sub-contractors, service providers, suppliers, sub-suppliers and/or any of their personnel or agents, has, directly or indirectly, engaged in any of the prohibited practices defined in IFAD’s Anticorruption Policy or integrity violations such as sexual harassment, exploitation and abuse as established in IFAD’s Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse[[3]](#footnote-3) in competing for, or in executing, the contract, the EOI may be rejected or the contract may be terminated by the client.
	2. In accordance with IFAD’s Anticorruption Policy, the Fund has the right to sanction firms and individuals, including by declaring them ineligible, either indefinitely or for a stated period of time, to participate in any IFAD-financed and/or IFAD-managed activity or operation. The Fund also has the right to recognize debarments issued by other international financial institutions in accordance with its Anticorruption Policy.
	3. Consultants and any of their personnel and agents, and their sub-consultants, sub-contractors, service providers, suppliers, sub-suppliers and any of their personnel and agents are required to fully cooperate with any investigation conducted by the Fund, including by making personnel available for interviews and by providing full access to any and all accounts, premises, documents and records (including electronic records) relating to this selection process or the execution of the contract and to have such accounts, premises, records and documents audited and/or inspected by auditors and/or investigators appointed by the Fund.
	4. Consultants have the ongoing obligation to disclose in their EOI and later in writing as may become relevant: (i) any administrative sanctions, criminal convictions or temporary suspensions of themselves or any of their key personnel or agents for fraud and corruption, and (ii) any commissions or fees paid or to be paid to agents or other parties in connection with this selection process or the execution of the contract. As a minimum, consultants must disclose the name and contact details of the agent or other party and the reason, amount and currency of the commission or fee paid or to be paid. Failure to comply with these disclosure obligations may lead to rejection of the EOI or termination of the contract.
	5. Consultants are required to keep all records and documents, including electronic records, relating to this selection process available for a minimum of three (3) years after notification of completion of the process or, in case the consultant is awarded the contract, execution of the contract.
5. The Fund requires that all beneficiaries of IFAD funding or funds administered by IFAD, including the client, any consultants, implementing partners, service providers and suppliers, observe the highest standards of integrity during the procurement and execution of such contracts, and commit to combat money laundering and terrorism financing consistent with IFAD’s Anti-Money Laundering and Countering the Financing of Terrorism Policy.[[4]](#footnote-4)
6. **Procedure**: the selection process will be conducted using *QCBS* as laid out in the IFAD Pprocurement Handbook that can be accessed via the IFAD website at [www.ifad.org/project-procurement](http://www.ifad.org/project-procurement). The client will evaluate the EOIs using the criteria provided in **Annex 2**. The shortlisted consultant(s) will be provided with the detailed TORs and asked to submit a detailed technical and financial offer. The evaluation will include a review and verification of qualifications and past performance, including a reference check, prior to the contract award.
7. Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
8. Any request for clarification on this EOI including the PTOR should be sent via e-mail to the address below no later than 12:00 pm EAT, 03 January 2025. The client will provide responses to all clarification requests by 12:00 pm EAT, 06 January 2025.
9. **Submission Procedure:** please submit your expression of interest using the forms provided for this purpose. Your EOI should comprise one (1) original copy of each EOI form annexed to this document. EOIs shall be submitted to the address below no later than 08 January 12:00PM EAT.

Ministry of Agriculture, PACT

Procurement Executive

Block B, R.No. B2-2/ Block C, Room No. B2-1

Attn: Abduselam Ali /Degayehu Deso

Next to Century Mall

Addis Ababa, Ethiopia

Tel: +251 986 88 61 54

E-mail: selitude@gmail.com

Ministry of Agriculture

Yours sincerely,

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*[Authorized Official]*

*[Name of Client / Procuring Entity]*

**Form EOI-1**

**EOI Submission Form**

*[Location, date]*

*[Authorized official]*

**Re: Consulting Services for *[insert assignment]***

**Ref: *[insert]***

We, the undersigned, declare that:

1. We are expressing our interest in providing the consulting services for the above-mentioned assignment and have no reservations to the REOI, the instructions to the consultants and any addenda thereto*.*
2. Our expression of interest is open for acceptance for a period of ninety (90) days.
3. Our firm, its associates, including any subcontractors or suppliers for any part of the contract, have not been declared ineligible by the Fund and have not been subject to sanctions or debarments under the laws or official regulations of the client’s country or not been subject to a debarment recognized under the Agreement for Mutual Enforcement of Debarment Decisions (the "Cross-Debarment Agreement")[[5]](#footnote-5), beyond those declared in paragraph 9 of this EOI submission form.
4. We acknowledge and accept the IFAD Revised Policy on Preventing Fraud and Corruption in its Activities and Operations. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any prohibited practices as provided in ITC Clause 6. Further, we acknowledge and understand our obligation to report to anticorruption@ifad.org any allegation of prohibited practice that comes to our attention during the selection process or the contract execution.
5. No attempt has been made or will be made by us to induce any other consultant to submit or not to submit an EOI for the purpose of restricting competition.
6. We acknowledge and accept the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any sexual harassment, sexual exploitation or abuse. Further, we acknowledge and understand our obligation to report to ethicsoffice@ifad.org any allegation of sexual harassment, sexual exploitation and abuse that comes to our attention during the selection process or the contract execution.
7. The following commissions, gratuities, or fees have been paid or are to be paid with respect to the selection process: *[Insert complete name of each recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity.]*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name of Recipient | Address | Reason | Amount | Currency |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

(If none has been paid or is to be paid, indicate “none.”)

1. We declare that neither our consulting firm nor any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners have any actual, potential or perceived conflict of interest as defined in ITC Clause 5 regarding this selection process or the execution of the contract. *[insert if needed: “other than the following:” and provide a detailed account of the actual, potential or perceived conflict].* We understand that we have an ongoing disclosure obligation on such actual, potential or perceived conflicts of interest and shall promptly inform the client and the Fund, should any such actual, potential or perceived conflicts of interest arise at any stage of the procurement process or contract execution.
2. The following criminal convictions, administrative sanctions (including debarments) and/or temporary suspensions have been imposed on our consulting firm and/or any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Nature of the measure (i.e., criminal conviction, administrative sanction or temporary suspension) | Imposed by  | Name of party convicted, sanctioned or suspended (and relationship to the consultant) | Grounds for the measure (i.e., fraud in procurement or corruption in contract execution) | Date and time (duration) of measure |
|  |  |  |  |  |
|  |  |  |  |  |

If no criminal convictions, administrative sanctions or temporary suspensions have been imposed, indicate “none”.

1. We acknowledge and understand that we shall promptly inform the client about any material change regarding the information provided in this EOI submission form.
2. We further understand that the failure to properly disclose any of information in connection with this EOI submission form may lead to appropriate actions, including our disqualification as consultant, the termination of the contract and any other as appropriate under the IFAD Policy on Preventing Fraud and Corruption in its Projects and Operations.
3. We understand that you are not bound to accept any EOI that you may receive.

|  |  |
| --- | --- |
| *[Authorized signatory]* |  |
| *[Name and title of signatory]* |  |
| *[Name and address of firm]* |  |

Form EOI-2
Organization of the Consultant

**Re: Consulting Services for *[insert assignment]***

**Ref: *[insert]***

*[Provide a brief description of the background and organization of your firm/entity and of each associated firm for this assignment. Include the organization chart of your firm/entity. The EOI must demonstrate that the consultant has the organizational capability and to carry out the assignment. The qualifications document shall further demonstrate that the consultant has the capacity to field and provide experienced replacement personnel on short notice. Key staff CVs are not required at the shortlisting stage.]*

|  |  |
| --- | --- |
| Name of the firm |  |
| Date of establishment |  |
| Country of registration |  |
| Full address of the firm |  |
| Focal point: name, position, contact information (telephone, email): | Name: |
| Tel: |
| Email: |
| Number of branches in the country |  |
| Country(ies) of operations with number of branches in each country |  |
| Number of full-time employees |  |
| Number of part-time employees |  |
| Field(s)of expertise of the firm |  |
| Number of professional staff with experience related directly to the assignment |  |
| Subsidiary and associated companies (*wherever applicable*): (details in the following format to be provided for all associates) – * 1. Name of the company
	2. Nature of business
	3. Address of the company
	4. Website of the company
	5. Brief description of company (maximum of 120 words)
 |  |
| Any other information that the consultant would like to add: |  |

**Maximum 10 pages**

Form EOI-3

Experience of the Consultant

**Re: Consulting Services for** *[insert assignment]*

**Ref:** *[insert]*

*[Using the format below, provide information on each relevant assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under the preliminary terms of reference included in this EOI. The EOI must demonstrate that the consultant has a proven track record of successful experience in executing projects similar in substance, complexity, value, duration, and volume of services sought in this procurement.*

***Maximum 20 pages]***

|  |  |
| --- | --- |
| Assignment name: | Approx. value of the contract (in current US$): |
| Country:Location within country: | Duration of assignment (months): |
| Name of client: | Total No. of staff-months of the assignment: |
| Address, and contact details (including email address(es)): | Approx. value of the services provided by your firm under the contract (in current US$): |
| Start date (month/year):Completion date (month/year): | No. of professional staff-months provided by associated consultants: |
| Name of associated consultants, if any: | Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader): |
| Narrative description of project: |
| Description of actual services provided by your staff within the assignment: |

Name of Firm: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ANNEX 1**

**PRELIMINARY TERMS OF REFERENCE**

**Consulting Services for Community Driven Approach Training**

**and**

**Landscape Development Plan**

**Addis Ababa**

**July, 2024**

**Participatory Agriculture and Climate Transformation (PACT) Programme

Terms of Reference

for

Community Driven Approach Training
and
Landscape Development Plan**

**Participatory Agriculture and Climate Transformation (PACT) Programme

Terms of Reference

for

Community Driven Approach Training
and
Landscape Development Plan**

**Table of Contents**

[**1.** **Background** 2](#_Toc174358015)

[**1.1.** **Context** 2](#_Toc174358016)

[**1.2.** **Institutional Framework** 2](#_Toc174358017)

[**1.3.** **Description of the Programme** 3](#_Toc174358018)

[**1.3.1.** **Objectives of the Programme** 3](#_Toc174358019)

[**1.3.2.** **Programme area** 4](#_Toc174358020)

[**1.3.3.** **Programme Target group** 4](#_Toc174358021)

[**1.3.4.** **Duration of the Programme** 4](#_Toc174358022)

[**1.3.5.** **Theory of Change** 4](#_Toc174358023)

[**1.3.6.** **Components and Main Activities** 5](#_Toc174358024)

[**1.3.7.** **The goal of the program and indicators** 5](#_Toc174358025)

[**1.3.8.** **The development objective and indicators** 6](#_Toc174358026)

[**2.** **General objective of the assignment** 9](#_Toc174358027)

[**3.** **Specific objectives of the assignment** 9](#_Toc174358028)

[**4.** **Scope of the Assignment** 10](#_Toc174358029)

[**5.** **Training Approach and Methodology** 11](#_Toc174358030)

[**6.** **Deliverables of the Assignment** 12](#_Toc174358031)

[**7.** **Timeframe** 13](#_Toc174358032)

[**8.** **Competencies Required** 13](#_Toc174358033)

[**8.1.** **Consultant expertise and required qualifications** 13](#_Toc174358034)

[**8.2.** **Key staff/ required staff** 13](#_Toc174358035)

[**9.** **Administrative and Other Aspects** 16](#_Toc174358036)

[**9.1.** **Administrative issues** 16](#_Toc174358037)

[**9.2.** **Proposal content** 16](#_Toc174358038)

[**9.3.** **Selection Process** 17](#_Toc174358039)

[**9.4.** **Mode of payment** 17](#_Toc174358040)

[**9.5.** **Contact Details** 17](#_Toc174358041)

1. **Background**
	1. **Context**

Agriculture is the country's second largest economic sector, contributing about 32.8 percent of the country's GDP and employing more than 67 percent of the working population. More than 95 percent of Ethiopia’s agricultural output is generated by subsistence farmers who, on average, own less than 1 hectare (ha) of cultivated land, with poor soil fertility as a result of continuous cropping and little input of nutrients and little use of mechanisation. Subsistence mixed farming, with crop cultivation and livestock husbandry, is dominant on most farms. Heavy reliance on oxen ploughs for tilling the land. The major challenges of the agricultural sector include limited access to improved technologies (inputs, CSA), finance, inadequate infrastructure and investment, weak institutional capacity and poor participation of the private sector. With regard to livestock, Ethiopia is believed to have the largest stock numbers in Africa (Management Entity, 2021), although the contribution of the sub-sector to the country’s economic growth continues to be less significant. Challenges encountered include limited access to improved feeds and improved breeds and breeding techniques and inadequate provision of good livestock extension services. The natural resources base is coming under increasing pressure reflecting demographic growth, inappropriate farming and management practices. Small-scale farmers, who depend on these resources, face serious threats from intensive cultivation, overgrazing and deforestation. There is a widespread problem of soil erosion and soil fertility decline, fuel wood crisis, water scarcity, shortage of pasture resulting in the poverty, food insecurity and natural resources degradation trap.

To alleviate the existing challenges involvement of different partners are critical. Hence with the contribution of different financers s (IFAD, ASAP, Gender Transformative Mechanism/ Bill and Melinda Gates Foundation (BMGF) in the context of Climate Adaptation (GTM/BMGF), IGREENFIN financing; European Commission (EC), Green Climate Fund (GCF) and GoE.) the new programme PACT is introduced. The Programme’s goal is to ‘contribute to poverty reduction and improved resilience of the target rural households.

This programme was approved by IFAD board 2 December 2022, enter into force 27 June 2023 and Currently the programme is starting implementation.

* 1. **Institutional Framework**

The Ministry of Agriculture is the lead executing agency (but include key agencies and private sector partners in innovative areas of the Programme). MoA is responsible for overseeing the overall implementation of the Programme. The MoA State Minister are responsible for overseeing the overall PACT Programme coordination with support from the lead Executive of Small-Scale Irrigation. The PACT Programme is coordinated following a decentralised government structure. Thus, the Programme’s institutional arrangements for coordination are specified at four levels − Federal, Regional, Woreda and kebele. MoA delegate the role of the lead executing agency to a Federal Programme Coordination Unit (FPCU) that established at each level.

The regional Bureau of Agriculture will be the executing agencies and responsible for planning, formulation, designing of activities as well as monitoring and evaluation. Activities selection, initiation, planning, formulation and identification will be the responsibility of the concerned Zone administration, Woreda administration, and at the grassroots level the kebele administration; and the respective farmers organization (Association). Farmers associations are the ultimate owners and operators of the activities. The associations will receive technical support from the Bureaus of Water/Agriculture/Irrigation for extension.

Chart 1 Institutional Framework

Federal Steering and Technical Committee

Zone Technical committee

Woreda Steering and Technical Committee

Regional Steering and Technical Committee /Technical committee

KebeleLevel Beneficiaries

Ministry of Agriculture

Regional Bureau of Agriculture

Zone Agriculture Offices

Woreda Agriculture Offices

Kebele Offices

FPMCU

RPMCU

Zonal Focal Person

Woreda Focal Person

Kebele Focal Person/DA

* 1. **Description of the Programme**
		1. **Objectives of the Programme**

The Programme’s goal is ‘to contribute to poverty reduction and improved resilience of the target rural households.’  The Programme Development Objective (PDO) is to ‘enable 150,000 rural households (men, women, youth and persons with Disabilities (PWDs) in selected kebeles to sustainably improve incomes, food and nutrition security and build resilience to shocks. The Programme’s Development Objective will be achieved through the effective implementation of two technical components and a third component that will focus on augmenting the capacity of communities, institutions, and contributing to a conducive policy environment towards Programme implementation. Job creation for young women and men, including persons with disabilities, will be a main focus of all investments in the Programme.

* + 1. **Programme area**

The Programme will be implemented in 9 regional states (Amhara, Oromia, Tigray, central Ethiopia, Southern Ethiopia, Afar, SWE (South West Ethiopia), Sidama, and Somali). The regions have been selected, based on the following criteria: a) high rural population; b) high poverty prevalence; c) high rate of food and nutrition insecurity; d) presence of economic opportunities relevant to the Programme; e) impacts of climate change; and f) natural resources degradation.

* + 1. **Programme Target group**

In the selected regions, a total of 90 food insecure woredas have been prioritized based on: a) high poverty prevalence based on inclusion in the Productive Safety Net Program (PSNP) (ii) no overlap with LLRP supported woredas in Somali (17), SNNPR (2) and Oromia (18), b) highly vulnerable (hotspot) based on composite indicators (Food security, poverty, gender inequality, water, education, agriculture) c) the level of degradation of the productive NR base (particularly soil, water and trees) d) avoid overlap with kebeles under PASDIP II and e) Synergies with WFP Fresh Food Voucher Programme in Amhara.

The Programme will benefit approximately 150,000 households, with the targeted participation of women, youth, and PWD. The Programme’s primary target groups will include 50% (75,000) women, 40% (60,000) female and male youth between 18‑34 years (40 percent) and 5% (7,500) PWD who are economically active. The primary target group will include: a) poor households (with land holding less than 2ha of cultivable land with limited livestock,); b) pastoralists c) agro-pastoralists engaged in less diversified traditional livelihood systems; d) PWD in rural areas; and e) rural underemployed and unemployed youths owning no or small land; and f) female headed households.

* + 1. **Duration of the Programme**

The Programme will be implemented over a seven-year period.

* + 1. **Theory of Change**

Smallholder farmers face the following challenges that limit their production, dietary diversity and market access: a) land degradation; b) limited access to water and inefficient water management; c) inadequate extension services; d) vulnerability to climate change and limited access to improved climate smart technologies (inputs, mechanisation, climate and weather information); e) inadequate access to finance; f) limited social inclusion and malnutrition; g) limited access to remunerative markets and market infrastructure; h) Limited business capacities and inclusivity of Farmers’ Organisations; and i) Weak policy and institutional framework

The Programme’s Theory of Change (ToC) is based on the assumptions that commercialization of small holder farmers and pastoralists in drought prone areas with a depleted natural resource base, begins with inclusive community empowerment. The Programme will develop and facilitate the household and community capacities in the targeted landscapes to develop inclusive, nutrition sensitive, community-led, and climate-smart landscape development and investments plans. Beneficiaries will be supported to access climate smart, inclusive technologies and infrastructure, improve nutrition and natural resource management and to develop businesses for improved production and incomes for men women, youth in the targeted areas. The investments are expected to contribute to: a) Improved resilience to market and environmental shocks, b) create green jobs and entrepreneurship for rural youths and women enhanced, including for those living with a disability; e) economic empowerment, increased voice and participation in decision-making bodies and more equitable workload for women; f) increased access to improved dietary choices and nutritious foods.

* + 1. **Components and Main Activities**

The program has three components and seven subcomponents.

**Component 1:** Community-Led Climate-Smart Productive Landscapes– The Component will support: a) community-led equitable access and sustainable use of natural resources; b) market-led and climate adapted smallholder and pastoral production and productivity enhancement of target crop and livestock commodities; c) development of inclusive and equitable water and local market related infrastructure; and d) improved dietary diversity. The outcome of this component will be sustainable access and utilisation of natural resources and increased agricultural productivity

**Component 2:** Agribusiness Development – Agribusiness Development– The Component will support: a) Market Access Linkage; b) Support to Young Women and Men Agripreneurs. The outcome of this component will be strengthened capacities of farmer and pastoralist organizations to improve access to finance and remunerative markets for small-scale women, men and young farmers and pastoralists, including those living with a disability in the Programme areas.

Component 3: Institutional and Policy Strengthening and Implementation Support Services– This will be a cross-cutting component servicing the technical components and facilitating pathways for the effective and inclusive functioning of the target value chains, from production to consumption. The Component will support: a) Institutional Strengthening; b) Policy support; and c) implementation support services

* + 1. **The goal of the program and indicators**

The goal of the program is to contribute to poverty reduction and improved resilience in selected landscapes/woredas (districts). Here are the indicators related to this goal:

* Number of persons/households whose food security and nutrition have increased: This indicator measures the number of individuals or households that have experienced an improvement in their food security and nutrition status. It reflects the program's efforts to enhance access to nutritious food and improve overall well-being.
* Number of persons/households whose combined resilience has increased (CRI): This indicator assesses the number of individuals or households that have demonstrated an increase in their combined resilience. It reflects the program's focus on strengthening the capacity of communities to withstand and recover from shocks and stresses, including climate-related events or economic challenges.
* Women reporting minimum dietary diversity (MDDW): This indicator measures the percentage of women who report consuming a minimum dietary diversity. It reflects the program's commitment to addressing the nutritional needs of women and promoting healthier dietary practices.
* Individuals demonstrating an improvement in empowerment: This indicator assesses the level of empowerment among individuals, including women, by measuring their progress in terms of decision-making power, access to resources, and participation in community activities. It reflects the program's efforts to promote gender equality, social inclusion, and empowerment.
* Value of household income from Programme-supported selected value chains (VCs): This indicator quantifies the increase in household income attributable to Programme-supported selected value chains. It measures the economic impact of the program on rural households and their ability to generate sustainable incomes.

These indicators provide a means to monitor the program's progress in achieving its goal of poverty reduction and improved resilience. They reflect the program's focus on addressing food security, nutrition, empowerment, and economic well-being within the selected landscapes or woredas.

* + 1. **The development objective and indicators**

The development objective of the program is to enable 150,000 rural households (including men, women, youth, and persons with disabilities) in selected kebeles (local administrative units) to sustainably improve incomes, food and nutrition security, and build resilience to shocks. Here are the indicators related to this objective:

* Women reporting minimum dietary diversity (MDDW): This indicator measures the percentage of women who report consuming a minimum dietary diversity. It reflects the program's focus on improving nutrition outcomes for women, which is essential for their health and well-being.
* Individuals demonstrating an improvement in empowerment: This indicator assesses the level of empowerment among individuals, particularly women, by measuring their progress in terms of decision-making power, access to resources, and participation in community activities. It reflects the program's efforts to promote gender equality, social inclusion, and empowerment.
* Value of household income from Programme-supported selected value chains (VCs): This indicator quantifies the increase in household income attributable to Programme-supported selected value chains. It measures the economic impact of the program on rural households and their ability to generate sustainable incomes.

These indicators provide a means to monitor the program's progress in improving nutrition, empowering individuals, and enhancing household incomes within the targeted rural households. They reflect the program's commitment to addressing poverty, food security, and resilience in the selected kebeles.

**Outcome 1:** Enhanced sustainable and equitable access to natural resources and increased agricultural productivity.

* Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered: This indicator measures the reduction or sequestration of greenhouse gas emissions resulting from Programme activities. It helps assess the program's contribution to mitigating climate change.
* Households reporting an increase in production: This indicator tracks the number of households that report an increase in agricultural production. It reflects the program's impact on improving agricultural productivity.
* Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices: This indicator measures the extent to which households adopt sustainable and climate-resilient agricultural practices and technologies. It assesses the program's success in promoting sustainable farming methods and practices.
* Households reporting, that they can influence the decision-making of local authorities and Programme-supported service providers: This indicator captures the level of influence that households have in decision-making processes related to natural resource management and Programme-supported services. It indicates the program's contribution to enhancing community empowerment and participation.
* Households with improved nutrition Knowledge Attitudes and Practices (KAP): This indicator assesses the improvement in nutrition-related knowledge, attitudes, and practices among households. It reflects the program's efforts to enhance nutrition education and promote healthier dietary practices.

**Output 1.1**: Community-led climate resilient and natural resources management.

* Land brought under climate-resilient practices: This indicator measures the extent of land area where climate-resilient practices (such as agroforestry, terracing, or conservation agriculture) have been implemented. It assesses the program's success in promoting climate adaptation measures.
* Groups supported to sustainably manage natural resources and climate-related risks: This indicator tracks the number of community groups or organizations that receive support and capacity building to manage natural resources and address climate-related risks. It reflects the program's focus on building community resilience.
* Assistance provided to poor smallholder households in coping with the effects of climate change: This indicator measures the number of poor smallholder households receiving specific support to cope with the impacts of climate change. It indicates the program's commitment to addressing the vulnerabilities of marginalized communities.

**Output 1.2:** Climate resilient infrastructure developed.

* Farmland under water-related infrastructure constructed/rehabilitated: This indicator measures the area of farmland where water-related infrastructure, such as irrigation systems or water storage facilities, has been constructed or rehabilitated. It reflects the program's efforts to enhance water management and agricultural productivity.
* Number of multipurpose water infrastructure developed: This indicator tracks the number of multipurpose water infrastructure Programmes implemented, such as dams or reservoirs, that serve multiple purposes like irrigation, drinking water, or energy generation.
* Market, processing, or storage facilities constructed or rehabilitated: This indicator measures the number of marketplaces, processing centers, or storage facilities that have been constructed or improved. It assesses the program's contribution to strengthening agriculture value chains and improving market access for farmers.

**Output 1.3:** Market-oriented and Nutrition-sensitive Climate-resilient Food Production and Productivity improved.

* Persons trained in production practices and/or technologies: This indicator tracks the number of individuals who have received training in improved production practices or technologies. It reflects the program's focus on capacity building and knowledge transfer to enhance agricultural productivity.
* Households provided with targeted support to improve their nutrition: This indicator measures the number of households that receive specific support aimed at improving their nutrition status. It indicates the program's efforts to address food security and promote healthier diets.

**Outcome 2:** Increased access to remunerative markets of targeted value chains.

* Persons with new jobs/employment opportunities: This indicator measures the number of individuals who have gained new jobs or employment opportunities as a result of the program's interventions. It reflects the program's impact on creating income-generating opportunities for the targeted communities.
* Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities: This indicator tracks the number of rural producers' organizations that have established formal partnerships, agreements, or contracts with public or private entities. It demonstrates the program's success in facilitating market linkages and improving the business opportunities for rural producers.
* Supported rural enterprises reporting an increase in profit: This indicator assesses the financial performance of supported rural enterprises by measuring the increase in their profits. It reflects the program's effectiveness in enhancing the economic viability and profitability of targeted value chains.

**Output 2.1:** Market Access and Business-to-Business linkages established.

* Rural producers' organizations supported: This indicator measures the number of rural producers' organizations that have received support from the program. It includes capacity building, technical assistance, and other forms of support provided to strengthen the organizations' market access and business-to-business linkages.

**Output 2.2:** Access to Financial Services for Producers and Agri businesses improved.

* Rural enterprises accessing business development services: This indicator measures the number of rural enterprises that have gained access to business development services, such as financial planning, marketing support, or technical assistance. It reflects the program's efforts to enhance the capacity and competitiveness of agricultural businesses.
* Persons trained in income-generating activities or business management: This indicator tracks the number of individuals who have received training in income-generating activities or business management. It reflects the program's focus on building the entrepreneurial skills and knowledge of producers and agribusinesses.

**Outcome 3:** Institutions and policy capacity strengthened.

* Households satisfied with Programme-supported services: This indicator assesses the level of satisfaction among households regarding the services provided by the Programme. It reflects the program's commitment to meeting the needs and expectations of the target population.
* Existing/new laws, regulations, policies, or strategies proposed to policymakers for approval, ratification, or amendment: This indicator measures the extent to which the program has influenced the development or modification of laws, regulations, policies, or strategies related to the Programme's focus areas. It demonstrates the program's impact on strengthening institutional frameworks and policy environments.

**Output 3.1:** Policy support & and engagement in PACT-related focused areas strengthened.

* Policy-relevant knowledge products completed: This indicator measures the number of knowledge products or research outputs that have been completed and are relevant to the program's focus areas. It reflects the program's efforts to generate evidence-based information and promote informed policy discussions.

**Output 3.2:** Institutions strengthened.

* Supported Rural and Government Institutions: This indicator tracks the number of rural and government institutions that have received support and capacity building from the program. It includes training, technical assistance, and other forms of support aimed at enhancing their institutional capacity and effectiveness.

These indicators provide measurable criteria to assess the progress and outcomes of the PACT program, helping to monitor its impact and effectiveness in achieving its goals.

1. **General objective of the assignment**

The general objective of this assignment is to enable the participants to gain sufficient knowledge and skills on the key aspects of participatory rural appraisal (PRA), mentor planning based upon the data collected via PRA, and develop comprehensive landscape development investment plans (LDIPs).

At the core of this assignment lies the imperative to empower the participants with a deep understanding of PRA methodologies and their practical application. Through interactive training sessions, the participants will be introduced to the principles, tools, and techniques that underpin PRA, equipping them with the necessary knowledge to effectively facilitate community-driven planning and development processes. This foundational training will ensure that the participants are well-versed in the PRA approach, capable of engaging local stakeholders, including marginalized groups, in a meaningful and inclusive manner.

Building upon this knowledge base, the assignment also aims to support the participants in translating the insights and data gathered through the PRA process into actionable plans. The consultant will mentor the participants in the development of LDIPs, guiding them in the synthesis and interpretation of the community-generated information. This mentorship will enable the participants to create comprehensive, evidence-based plans that reflect the priorities, challenges, and proposed interventions identified by the local communities.

1. **Specific objectives of the assignment**

The specific objectives of the assignment are:

1. Define PRA; differentiate between PRA and RRA (Rapid Rural Appraisal)
2. The assignment aims to equip the participants with a comprehensive understanding of PRA principles, techniques, and their application in the context of the Participatory Agriculture and Climate Transformation (PACT) Programme.

Some key features of PRA include its emphasis on qualitative data, the use of visual tools, the involvement of diverse stakeholders, and the iterative and flexible nature of the process. PRA also promotes the empowerment of local communities and the incorporation of indigenous knowledge. So, the assignment will take these in to consideration.

1. Facilitate data gathering through PRA.

Utilizes a range of participatory tools and techniques, such as resource mapping, seasonal calendars, problem ranking, and focus group discussions, to gather information and perspectives from local community members.

Implementing these tools involves engaging with the local community, building rapport, facilitating group activities, and documenting the findings in a collaborative manner. It requires strong facilitation skills and a commitment to ensuring the active participation of all stakeholders.

1. Develop PRA Implementation manual for the Programme Cycle:

This Approach can be integrated into various stages of the Programme cycle, including needs assessment, Programme design, implementation, and monitoring and evaluation. It helps to ensure that development interventions are responsive to the local context and priorities.

1. Develop different PRA tools:

The ToT training will cover the development and application of various PRA tools, such as resource mapping, seasonal calendars, problem ranking, Venn diagrams, and transect walks, among others. Participants will learn how to adapt and use these tools effectively in the context of the PACT Programme.

1. Develop reports based on information gathered from PRA:

The data and insights gathered through PRA should be synthesized and presented in the form of comprehensive reports that capture the key findings, conclusions, and recommendations. These reports can then be used to inform the development of Landscape Development and Investment Plans (LDIPs).

1. **Scope of the Assignment**

The scope of this assignment encompasses the comprehensive application of PRA methodologies to support the development of LDIPs within the PACT Programme. This will involve a multifaceted approach, starting with the participatory data collection and analysis process. The team will conduct a series of PRA exercises, such as resource mapping, seasonal calendars, and focus group discussions, to gather insights and perspectives directly from the local communities. These community-driven data analysis sessions will ensure that the findings reflect the priorities and development challenges identified by the stakeholders, including marginalized groups.

Building on the PRA process, the team will then utilize the collected data and insights to inform the development of comprehensive LDIPs for the target landscapes. The LDIPs will embody the community's vision and proposed interventions, addressing local development challenges through a sustainable and climate-resilient lens. Capacity building and knowledge sharing will be a crucial component, with the team providing training and facilitating peer-to-peer learning on the application of PRA tools and techniques.

The consultant will be assigned with a multifaceted scope of work. Firstly, they will prepare training manuals and provide training to 744 participants across 9 locations that have already been identified by the PCMU. Secondly, the consultant will mentor the data collection process for 90 different landscapes, providing guidance and oversight to ensure the proper data is gathered from these areas. Finally, the consultant will then use the collected data to develop consolidated Landscape-level LDIPs for those same 90 landscapes, synthesizing the information into comprehensive plans to guide investment and development activities within these landscapes.

Lastly, the scope includes the establishment of a robust monitoring and evaluation framework to track the implementation and impact of the PRA-informed LDIPs. The local communities will be actively engaged in this process, ensuring accountability and enabling the continuous improvement of the PRA-informed LDIP development approach. The successful completion of this assignment will contribute to the PACT Programme's overarching goal of promoting sustainable and equitable landscape-level development, with local communities playing a central role in shaping the planning and implementation process.

1. **Training Approach and Methodology**

The training approach and methodology for this assignment will be designed to foster active participant engagement and the development of practical facilitation skills. The consultant will employ a combination of interactive andragogical techniques to create a dynamic and immersive learning environment.

At the core of the training will be interactive lectures, where the facilitators will present key concepts and frameworks related to PRA methodologies. These lectures will be complemented by hands-on exercises that allow the participants to directly apply the tools and techniques in a structured setting. Through these practical activities, the trainees will have the opportunity to develop their skills in facilitating PRA sessions, building rapport with community members, and guiding inclusive discussions.

To further enhance the learning experience, the training will incorporate case studies that showcase successful examples of community-driven planning and development. These real-world scenarios will enable the participants to analyze the challenges, strategies, and outcomes associated with PRA-informed planning processes. By examining these case studies, the trainees will gain valuable insights and lessons that can be applied to their own contexts.

Recognizing the importance of field-based learning, the training will also include site visits and field-based sessions. There should be one field-based session per each location. These immersive experiences will allow the participants to directly observe and engage with local communities, practicing the PRA tools and techniques in a live setting. The facilitators will provide guidance and feedback to the trainees, fostering their confidence and competence in facilitating community-driven planning processes.

Throughout the training, the consultant will emphasize interactive and participatory approaches, encouraging the trainees to actively contribute their experiences, insights, and ideas. This collaborative learning environment will not only enhance the participants' understanding of PRA but also promote the development of essential facilitation skills, such as active listening, conflict resolution, and consensus-building.

By adopting this multifaceted training approach, the consultant aims to equip the participants with the knowledge, skills, and confidence necessary to effectively facilitate Participatory Rural Appraisal processes and contribute to the development of community-driven Landscape Development and Investment Plans (LDIPs) within the PACT Programme.

*Table 1 Number of expected training participants per location*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Regions/ | Federal  | region  | Count of Zone | Count of woredas | Number of landscape  | kebele  | Number of locations | person/ location | Total participant |
| PCMU | 1 | 9 |   |   |  |   | 10 | 3 | **30** |
| Afar |   | 1 | 2 | 3 | 3 | 3 | 9 | 3 | **27** |
| Amhara |   | 1 | 10 | 20 | 20 | 20 | 51 | 3 | **153** |
| Central Ethiopia |   | 1 | 6 | 6 | 6 | 6 | 19 | 3 | **57** |
| Oromia |   | 1 | 9 | 32 | 32 | 32 | 74 | 3 | **222** |
| Sidama |   | 1 | 3 | 4 | 4 | 4 | 12 | 3 | **36** |
| Somali |   | 1 | 9 | 9 | 9 | 9 | 28 | 3 | **84** |
| South Ethiopia |   | 1 | 4 | 7 | 7 | 7 | 19 | 3 | **57** |
| SWE |   | 1 | 2 | 3 | 3 | 3 | 9 | 3 | **27** |
| Tigray |   | 1 | 4 | 6 | 6 | 6 | 17 | 3 | **51** |
| Grand Total | **1** | **18** | **49** | **90** | **90** | **90** | **248** | **3** | **744** |

Based on the information presented in the above table the we expect the training will be conducted in nine centers (Mekele, kombolcha, Debere tabor, Adama, Shahemene, Chiro, Aleta Wondo, Wolaita Sodo, and Jigjiga).

1. **Deliverables of the Assignment**

The successful completion of this assignment is expected to yield key deliverables that will contribute to the PACT Programme's objectives. Based on the objectives of this assignment, the key deliverables of the consultant are:

* 1. Development of a comprehensive training manual on PRA methodologies to serve as a guiding resource for the trainees.
	2. Training and capacity building of 744 trainees to make them proficient in applying PRA tools and techniques, equipping them with the knowledge, skills, and confidence to facilitate PRA processes effectively within their communities.
	3. Development of 90 LDIPs that are informed by the PRA process and reflect the priorities, challenges, and proposed interventions identified by local stakeholders, including marginalized groups.
	4. Preparation of a summarized document capturing the key findings and recommendations from all the landscape-level LDIP reports to support the implementation and dissemination of the LDIPs.

The successful completion of these deliverables is expected to contribute to the PACT Programme's overarching goal of promoting sustainable and equitable development at the landscape level by empowering local communities to actively participate in the planning and decision-making processes.

1. **Timeframe**

The consultancy will span 4/four/ months, commencing tentatively in March 2025 and concluding in March 2025. The period includes developing materials, and presentations conducting the training, mentoring data collection, and preparing consolidated LDIP. The total number of participants who are coming from the federal, regional, zone, and woreda is 744 persons. A tentative schedule of activities is outlined below:

*Table 2 Activities completion date*

|  |  |  |  |
| --- | --- | --- | --- |
| No | Activity Description | Number of days required for each task | Completion date |
| 1 | Developing training material | 15 days | xxxxxx |
| 2 | Approval of material by PACT | 10 days | xxxxxx |
| 3 | Conducting training | 25 days | xxxxxx |
| 4 | Data collection using PRA tools and techniques | 15 days | xxxxxx |
| 5 | Submission of the final report | 45 days | xxxxxx |

1. **Competencies Required**
	1. **Consultant expertise and required qualifications**

The consultant must demonstrate a comprehensive set of capabilities, including a proven track record in community-driven development planning, effective training design and delivery, robust qualitative data management and analysis, and a team-oriented approach. Additionally, the consultant should have a strong network of experienced professionals and a solid background in rural development, enabling them to effectively implement the PRA-informed planning and capacity-building activities outlined in the assignment.

* 1. **Key staff/ required staff**

The proposed team should consist of a reasonable number of qualified and experienced professionals with proven track records to perform the above-discussed assignment and having good depth of understanding of rural development as well as gender and social inclusion. The bidders are expected to propose a coordinator/Team Leader and an appropriate number of experts, and field supervisors, to check the quality of data collection.

*Table 3 Suggested List of the Consultancy Team*

| No | Role | Specialization | Minimum Qualification | Experience |
| --- | --- | --- | --- | --- |
| Key staffs |
| 1 | Team Leader  | Agricultural, rural development, management, extension, sociology, economics, agricultural economics, or related fields.  | MA/M.Sc.in a relevant field is preferred  | * At least 10 years relevant experience in managing projects or contracts, preparing plans or strategic plans, providing support/advice/training in rural or agricultural development, or similar.

The Team Leader will be in charge of coordinating the planning and implementation of the assignment and ensuring that the work is conducted following the highest professional standards. The individual will be in charge of ensuring that the quality control and supervision mechanism in place for the contract is effective, manage the mobilization of experts and training delivery and LDIP preparations, etc. and ensure that each member performs their specific scope of work.  |
| 2 | Senior Irrigation Agronomist  | Irrigation agronomy or related fields | M.Sc  | At least 10 years of experience in irrigation agronomy, agronomic practices, etc. in agriculture and natural resource management is desirable. A good command of English and knowledge of the Ethiopian condition is an advantage. |
| 3 | Socio-economic | Advanced degree in economics, agricultural economics or related fields | M.Sc  | At least 10 years' experience in collecting and analyzing qualitative and quantitative data. Good command of English and knowledge of the Ethiopian condition is an advantage. |
| 4 | Senior Soil and Water Conservation Expert | Soil and water conservation engineers, natural resource management or related fields | M.Sc. | At least 10 years of direct field level experience in undertaking and managing soil and water conservation interventions. Extensive experience in watershed development of technical support, monitoring and evaluation of implementation progress of physical and biological soil and water conservation interventions. Good command of English and knowledge of the condition is an advantage. |
| Non-Key Staffs |
| 5 | Senior Cooperative Expert | Economics, agricultural economics, development economics, Cooperative marketing or related fields | MA/M.Sc | At least 10 years of experience in basic cooperative and unions, marketing of agricultural products, market structure, channel, value chain and market linkages etc. Good command of English and knowledge of the Ethiopian condition is an advantage. |
| 6 | Senior Irrigation Engineer | Agricultural engineer, irrigation engineer, hydraulic engineer or related fields  | M.Sc. | At least 10 years of direct field level experience in undertaking and managing irrigation interventions. Extensive experience in watershed development of technical support, monitoring and evaluation of implementation progress of \ irrigation interventions. Good command of English and knowledge of the Ethiopian condition is an advantage. |
| 7 | Livestock specialist  | Rangeland management, poultry production, dairy production, and other related fields.  | M.Sc | At least 10 years of experience in managing data collection of micro-level household surveys. Good command of English and knowledge of local languages/dialects in Ethiopia. Experience in the region and/or Ethiopia is an advantage. Must be based in-country for the entire duration of the project. |
| 8 | Senior Gender Specialist | Gender, Sociology, or related fields | MA/M.Sc | At least 10 years of experience in gender mainstreaming in to development programs is a requirement. Good command of English and knowledge of the Ethiopian condition is an advantage. |
| 9 | field supervisors  | Advanced degree in rural development, extension, sociology, economics, agricultural economics, or related field.  | MA/M.Sc | * Minimum 5 years’ experience on training and mentoring development activities. Preferably with previous experiences in conducting training in Ethiopia.
 |
| 10 | GIS Expert | Advanced degree in GIS, Geography, or related fields.  | MA/M.Sc | * Minimum 6 years’ experience on training and mentoring development activities. Preferably with previous experiences in conducting training in Ethiopia.
 |
| 11 | Environment and climate risk assessment specialist | Environmental Sciences, watershed management, dryland agriculture, climate, or equivalent in a field related to food security | MSC | * At least 10 years of experience in, and demonstrated understanding of climate-smart initiatives
 |

1. **Administrative and Other Aspects**
	1. **Administrative issues**

The consultant should present a copy of the registration legislation and relevant documents for the consultancy.

* 1. **Proposal content**

The consultant should submit their applications consisting of the following documents/information to demonstrate their qualifications:

**Technical Proposal**: submit a technical proposal for consideration to undertake the training and organize participatory planning, the selected consultant must include all the following documents.

1. The profile of the consultant, relevant experience for the assignments, and staffing (CV of each team member). Evidence of the experience of delivering services with similar requirements to the TOR in the form of a copy of a contract, purchase order, or reference letter. A high number of references as part of the technical proposal is an advantage.
2. Proposed methodology to perform the training and the planning process.
3. The work plan and schedule (activities) and resources (including number of person-day).

The Consultant will be selected based on the following criteria listed in Table 4 below:

 *Table 4 Selection Criteria*

|  |  |
| --- | --- |
| Criteria | Weight |
| Organizational profile and relevant work experience/track record in relevant fields: | 10% |
| Team composition: demonstrated expertise, technical skills, previous relevant experience (evaluation of key experts) | 50% |
| Methodology: Technical plan proposed for the assignment (strategy of implementation; and approach as well as the mobilization plan for non-key experts).  | 40% |

**Financial****proposal**: will obligatorily include the consulting fee and operational expenditures related to the assignment. The consultant will provide a breakdown of the budget by the activities mentioned in the expected outcome section above. A comprehensive, itemized total budget to carry out the assignment calculated in Ethiopian birr including all taxes.

* 1. **Selection Process**

The selection of the consultant will be conducted via ***QCBS*** in accordance with IFAD's procurement guidelines.

The financial proposal will be considered only if the technical proposal achieves a minimum technical score of 70 out of 100 points.

* 1. **Mode of payment**

The lump sum fee for this service will be paid to the consultant:

1. 20% of payment will be effective upon the submission of the approved training manual.
2. 40% of payment will be effective upon the completion of training at all levels and ready for fieldwork.
3. 40% of the payment will be effective upon the submission of the final LDIP to FPCMU.

The Consultant will bear all travel costs and allowances incurred by their team during the entire term of the contract.

* 1. **Contact Details**

Any inquiries concerning the specifics outlined in this Terms of Reference should be directed in writing to the following address:

Ministry of Agriculture, (MoA)

PACT programme

Block. B – Second Floor

Bole Sub-City, Around Gurd Shola, near to EIAR

Addis Abeba, Ethiopia

selitude@gmail.com

**ANNEX 2**

**Qualification and Evaluation Criteria**

*[Insert criteria related to required qualifications and experience of the firm, such as core business and years in business, relevant experience, technical and managerial capability of the firm. The qualifications and experience of key experts shall not be included in the shortlisting criteria as the shortlisted firms will be asked to submit a detailed technical and financial proposal which is then negotiated.]*

|  |  |  |
| --- | --- | --- |
| **Item** | **Criteria** | **Points** |
| For specific experience, evidence shall include successful experience in the execution of **at least 3 projects** of a similar nature and scope of works during the **last 5 years**. |
| **A.** | **General experience** | **20** |
| i | General experience: Firm has been in existence for 10 years | 10 |
| ii | The firm core business relevant to the assignment | 10 |
| **B.** | **Specific experience** | **70** |
| i | Experience in conducting services similar to those required under this TOR at least 3 contracts within the last 5 years | 60 |
| ii | The firm experience in similar condition or environment | 10 |
| **C.**  | **Turnover of the firm: Financial capacity**  | 10 |
| i | Turnover of the firm in three years: Financial capacity  | 10 |
|  | **Total Points** | **100** |
|  | **Minimum points required to pass** | **70 points** |

1. This document refers to legally constituted consulting firms as “consultant”. [↑](#footnote-ref-1)
2. The policy is accessible at [www.ifad.org/anticorruption\_policy](http://www.ifad.org/anticorruption_policy). [↑](#footnote-ref-2)
3. The policy is accessible at <https://www.ifad.org/en/document-detail/asset/40738506>. [↑](#footnote-ref-3)
4. The policy is accessible at <https://www.ifad.org/en/document-detail/asset/41942012>. [↑](#footnote-ref-4)
5. The Cross-Debarment Agreement was entered into by the World Bank Group, the Inter-American Development Bank, the African Development Bank, the Asian Development Bank and the European Bank for Reconstruction and Development, additional information may be located at: http://crossdebarment.org/. [↑](#footnote-ref-5)