



KHETHA programme

Terms of Reference

For

CONDUCTING VIABILITY ASSESSMENTS AND DEVELOPMENT OF BUSINESS PLANS FOR COMMUNITY-BASED LIVELIHOOD ENTERPRISES IN MASSINGIR, MAGUDE AND MOAMBA DISTRICTS

1. Introduction

World Wide Fund for Nature (WWF) is implementing the KHETHA program - "Protecting Wildlife and Benefiting Communities," in Great Limpopo – Transfrontier Conservation Area (GL-TFCA), an initiative funded by USAID. The general objective of the program is to combat the illegal trade of wildlife in the GL-TFCA, through a combination of holistic community development, crime prevention and policy initiatives targeting critical wildlife trafficking scenario, in an integrated approach involving Government, civil society, communities and the private sector. More specifically, the program aims to contribute to an increase in growth rates of black and white rhino populations and maintain positive growth rates for elephant populations in the GL-TFCA by 2022. By doing so, Khetha will demonstrate that communities can play a critical role in addressing illegal wildlife trade while strengthening the social, financial and governance structures based on community approaches. Thus, it is expected through the programme that people's lives will be improved and communities will support wildlife management through identification and establishment of sustainable income generating activities for their socio-economic development.

During the mobilization phase of the Khetha programme, a stakeholder engagement exercise was undertaken which identified mechanisms for community involvement and active participation so This also includes strengthening of existing income generating projects that are promising as to build trust and strong relationships. Through the stakeholder engagement, communities identified problems they face in meeting their basic needs such as persistent drought, food insecurity, access to water, unemployment, human-wildlife conflicts, limited benefits accrued from tourism and wildlife utilization. The communities also indicated their priorities for support, namely access to land, agriculture, livestock, construction of dams for irrigation and livestock, access to markets, and increased benefits from wildlife.

The Khetha Programme then facilitated two stakeholder's workshops to identify potential value chain products and opportunities that can generate household incomes in Massingir, Magude and Moamba districts as below:

Forest related enterprises	<ul style="list-style-type: none"> - Marula collection and processing - Bee keeping - Community wildlife conservation (wildlife based economy) - Community-private sector partnership to use community quotas in sport hunting - Collection and processing non-wood forest products (medicinal plants, mopane worms, wild fruits)
Fishing	<ul style="list-style-type: none"> - Fishing, preservation and processing for market
Livestock Farming and Production	<ul style="list-style-type: none"> - Poultry (Quails, Ducks, Guinea fowls and Chicken) - Breeding cattle and goats - Red meat processing, cheese production and milk - Improved breeding of small ruminants - Animal traction
Crop production	<ul style="list-style-type: none"> - Forage production - Horticulture (producing irrigated fruit and processing including mango, citrus, papaya) - Irrigation agriculture (multi-functional sprinkling) - Agro-business (procurement of inputs, training in production practices, harvesting and post-harvesting, marketing and processing in horticulture)
Tourism	<ul style="list-style-type: none"> - Community lodge - Handicrafts
Community-led Microfinance	<ul style="list-style-type: none"> - Village Savings and Loans

In this context, WWF intends to retain the services of consulting firm to undertake viability assessments for the identified community enterprises, and then develop business plans for identified beneficiary communities in Massingir, Magude and Moamba districts. The assessment will not only contribute to the successful roll out and implementation of the community enterprises and improvement of people's lives, but also enhance community participation, effective engagement in combating illegal wildlife trade and support wildlife management contributing, in turn, to an increasing growth rates of black and white rhino populations and positive growth rates of elephant populations in the GL-TFCA.

2. Objective of the consultancy

Overall objective

The aim of the consultancy is to conduct viability assessments and develop business plans for community-based livelihood enterprises in Massingir, Magude and Moamba districts.

Specific objectives

The consultant(s) is required to achieve following specific objectives:

- i. Conduct viability assessments of the identified community livelihood enterprises including with respect to impact to communities, potential social and environmental negative impacts, and make recommendations on the enterprises to fully develop and roll out that also support protected area objectives and conservation.
- ii. Develop business/finance plans for the respective viable community livelihood enterprises including identifying and mapping out potential development stakeholders (investors, private sector, and partners) and technical service providers to support implementation of the community enterprises.

- iii. Develop appropriate targeting criteria and mechanisms/tools for the identification of beneficiaries to implement the livelihood projects and support the process of identifying and registering the beneficiaries (associations, interest groups, producers) to ensure the needs of identified vulnerable groups are met.

3. Scope of Work and Methodology

The consulting firm will be expected to propose a detailed participatory methodology and tools for data collection and analysis in the viability assessment, business plan development, and identification of the beneficiaries. The assessment will give insights into just how viable the identified livelihoods are within a context of Massingir, Magude and Moamba districts. The methodology and tools will be attempt to address in the least the following key questions:

- What is the general situation of the economy in target Districts?
- What are the key challenges to economic development, skills, market access and investments?
- Which of the identified enterprises are likely to be most attractive based on profitability, technical feasibility and strategic fit for the target communities and markets?
- Who are the key stakeholders in the markets? What are the volumes of production and trade, market environment, infrastructure and service provision, financial services available (especially for women)? What is the situation of local production, industries, business and services including business support services sector?
- What is the situation of women and the youth, and their power in markets?
- What do the intended beneficiaries need to have to meet the preparedness criteria for not just starting the enterprises but also effectively managing them and making them sustainable? What training needs will the intended beneficiaries need to be provided with to achieve that?
- What are the risks and vulnerabilities including environmental aspects of the enterprises?
- Which enterprises and markets hold the highest potential for improving livelihoods and economic independence for targeted communities?

The consultant(s) proposed detailed methodology and tools will be further developed with WWF during the inception phase of the consultancy.

4. Deliverables/Expected Results

The consultant(s) are expected to deliver the following:

- Inception report with revised and approved action plan to carry out the assessments detailing methodology, approach and tools for data gathering and analysis.
- Viability assessment report covering all the identified enterprises, with recommendations for the viable projects based on among others, expected impact to people's livelihoods, negative impacts of the projects, and impact on protected area objectives and conservation.
- Comprehensive business/finance plans for each of the viable enterprises covering enterprises descriptions, management and organizational structure, legalization, startup expenses and capitalization, products and services, marketing plan, operational plan, financial plan, training needs/gaps, potential development stakeholders (investors, private sector, and partners) and technical service providers etc, and profiles of registered beneficiaries/interest groups.

All reports must be in Portuguese and English.

5. Duration of consultancy

The consultancy is expected to be implemented with 75 working days with the following tentative timelines from the day of signing the Contract:

Expected results	Timeline
Inception report	10 days
Data collection in Massingir, Magude and Moamba districts	20 days
Viability Assessment report	45 days
Targeting and identifying beneficiaries	
Business/finance plans for viable community livelihood enterprises	

6. Logistical Support and Other Information

WWF Mozambique will provide for all logistical related arrangements and costs for field activities in Moamba, Magude and Massingir Districts. These will include accommodation, transportation, perdiems and meeting costs, where necessary.

7. Assignment Work Station

The work station will be based in Maputo with travels to Moamba, Magude and Massingir Districts.

8. Eligibility/Qualifications

The Consultant Team should show evidence of professional qualifications and extensive relevant experience in socio-economic and livelihood assessments, natural resources management and sustainable financing, agriculture and food security, community and stakeholder participatory engagement, amongst others. Preference is for a consultant/consulting team that has undertaken similar work in Africa or has experience working with Mozambique conservation areas and community stakeholders.

The Consulting Team will consist of a minimum of 3 individuals (with one of them acting also as team leader) with the following profiles:

Agricultural/Livelihood Expert

- Minimum of a Master's degree in agriculture, agricultural economics, agro-business, sustainable rural livelihoods, or related fields.
- Minimum of seven (7) years of experience in agriculture and food security sector, developing agribusiness with cooperatives/farmer organizations, irrigation agriculture, inclusive value chain development and market linkages, etc.
- Demonstrated experience developing and delivering high quality socio-economic assessments, livelihood/viability assessments, community development and needs assessments associated with meeting food security and natural resource management/conservation objectives.
- Demonstrated experience in and excellent skills for stakeholder engagement at the national and community levels, including efficient facilitation during meetings between various stakeholders (government, NGOs, CBOs, international community and communal levels)
- Experience implementing community-based and participatory approaches.
- Strong technical report writing, data acquisition and analysis skills.
- Excellent writing and speaking skills in English and Portuguese.

Wildlife and Forestry/NRM Expert

- Minimum of a Master's degree in forestry, wildlife management, tourism management, community-based natural resources management, or other closely related fields of study

- Minimum of seven (7) years of experience managing/implementing forest, wildlife, fishery and/or tourism livelihood projects.
- Advanced practical knowledge of conservation and management of terrestrial and marine protected areas systems, particularly in the context of Mozambique.
- Demonstrated experience in and excellent skills for stakeholder engagement at the national and community levels, including efficient facilitation during meetings between various stakeholders (government, NGOs, CBOs, international community and communal levels).
- Knowledge of the connections between wildlife trafficking, livelihoods and socio-economic dynamics in Greater Limpopo Trans-frontier, conservation area landscape
- Experience implementing community-based and participatory approaches.
- Strong technical report writing, data acquisition and analysis skills.
- Excellent writing and speaking skills in English and Portuguese.

Business/Enterprise Development Expert

- Minimum of Master's Degree in entrepreneurship and enterprise development, business development, micro-finance or economics.
- Minimum of seven (7) years of experience in financial management planning, with some of that said experience in sustainable financing related to natural resources protection, protected areas management or related field.
- Experience in market research, business design, planning, implementation, monitoring and evaluation.
- Experience in rural credit or micro-financing.
- Experience of developing sustainable finance/business plans.

9. Application

Interested candidates should submit the following by email to: concursos@wwf.org.mz with name of consultancy in subject line or via hardcopies delivered to WWF Office in Maputo, at Av. Rua Faralay N°. 108 by(date)..... at midnight Maputo time:

(a) Technical Proposal

The technical proposal should have maximum of 15-20 pages with Times New Roman, Front size 12, excluding attachments and cover letter. It should demonstrate a solid understanding and ability to deliver the requirements of the assignment, suitability for the assignment (e.g. institutional capacity and expertise including at least three examples of past relevant experience and CVs of key personnel highlighting previous relevant work), and an outline of the methodology, approach and tools to execute the assignment.

(b) Financial proposal

The financial proposal should be submitted separately from technical proposal, presented in US Dollars and with justifications on costs to execute the assignment including daily rates used for calculations.

All applications shall be submitted in English and only shortlisted applicants will be contacted for a face-to-face interview and presentation which shall be conducted also in English.

10. Evaluation of Applications

Applications will be evaluated using following criteria and scores: understanding technical aspects of the assignment and merit of the methodology to execute the task (40 points); Organizational capacity and experience to execute the task (30 points); Relevant previous performance to the task (20 points); and Financial proposal (10 points).