

Terms of Reference (ToR)

Consultancy Service for Design and Technical Support in Developing a GESI and Disability Inclusive Outcome Harvesting (OH) and Most Significant Change (MSC) Operational Manual, Training Packages, and Application Support 47/26/SNV

SNV In ETHIOPIA - RAYEE II Programme

1. Background and Context

The RAYEE II Programme is a large-scale, systems-oriented initiative implemented by SNV Ethiopia and partners, aiming to support one million young people, particularly rural young women (RYW) and youth with disabilities, to access dignified and fulfilling (D&F) work. The programme operates through integrated interventions in enterprise development, market systems strengthening, financial inclusion, skills development, and enabling institutional ecosystems within Ethiopia's agri-food sector.

RAYEE II is implemented across seven regions (Tigray, Amhara, Oromia, Central Ethiopia, South Ethiopia, Sidama, and Southwest Ethiopia), nine clusters, and is delivered through four Implementing Partners and three SNV Cluster Offices. It engages a complex ecosystem of Mastercard Foundation, government institutions, private sector actors, financial service providers, youth structures, and community networks.

Given its scale and systems complexity, RAYEE II requires robust qualitative and systems-based evidence approaches that go beyond routine monitoring to capture how change happens, why it happens, and what drives inclusive and sustainable employment outcomes.

To strengthen its impact monitoring and learning system, the programme seeks to institutionalize an integrated qualitative and systems learning approach comprising:

- **Outcome Harvesting (OH):** to identify, verify, and analyse behavioural, institutional, market, relational, and policy-level changes influenced by programme interventions, including intended and unintended outcomes across the ecosystem.
- **Most Significant Change (MSC):** to document transformative stories and lived experiences reflecting changes in dignity, empowerment, inclusion, agency, resilience, and access to D&F work among RYW, youth with disabilities, enterprises, and communities.
- **Systems Change Monitoring:** to track systemic shifts in market systems, institutional performance, financing mechanisms, policy environments, and ecosystem relationships contributing to sustainable youth employment outcomes.
- **Qualitative Impact Monitoring Framework:** to systematically generate and use qualitative evidence on behavioural change, inclusion outcomes, safeguarding, social norms, and institutional learning for adaptive management and accountability.

These approaches will strengthen alignment with the Mastercard Foundation Impact Strategy, SNV Shared Measures Framework, and RAYEE II Theory of Change.

2. Purpose of the Assignment

The purpose of this assignment is to engage a qualified consulting firm to design, operationalize, and support the institutionalization of an integrated GESI-responsive and Disability Inclusive qualitative impact and systems learning framework for RAYEE II.

The assignment will strengthen the programme's ability to:

- Generate credible evidence on systemic and behavioural change
- Capture transformational youth employment outcomes
- Enhance adaptive management and learning systems
- Strengthen safeguarding-sensitive documentation and ethical storytelling
- Improve accountability, policy influence, and strategic communication
- Institutionalize OH, MSC, and systems thinking approaches across programme structures

The consulting firm will deliver practical tools, manuals, methodologies, and training packages to embed qualitative and systems-based evidence generation into routine programme implementation.

3. Objectives of the Assignment

The consulting firm is expected to achieve the following objectives:

3.1 Develop an Integrated Qualitative Impact Framework

Design a coherent framework integrating OH, MSC, systems change monitoring, and qualitative impact monitoring to support systems thinking and contribution analysis.

3.2 Strengthen Systems Change Evidence Generation

Develop methodologies to track behavioural, institutional, market, and ecosystem changes, including unintended outcomes and contribution pathways.

3.3 Enhance Learning and Adaptive Management

Establish structured learning systems that support reflection, sense-making, knowledge management, and evidence-informed decision-making.

3.4 Institutionalize GESI, Disability Inclusion, and Safeguarding

Ensure all tools, processes, and methodologies integrate ethical standards, accessibility, safeguarding principles, and inclusive participation of RYW and youth with disabilities.

3.5 Build Institutional Capacity

Strengthen capacity of SNV, IPs, government actors, youth groups, and ecosystem stakeholders in applying OH, MSC, and qualitative impact monitoring tools.

4. Scope of Work

The selected consulting firm will be responsible for designing, developing, operationalizing, and supporting a GESI- and Disability-Inclusive OH, MSC, Systems Change Monitoring, and Qualitative Impact Monitoring Framework for the RAYEE II programme. The assignment will strengthen evidence generation, learning, and adaptive management within a large-scale, multi-stakeholder programme. **The task is expected to be concluded in two months' time.**

4.1 Inception and Systems Assessment - Review programme documents including ToC, Shared Measures Framework, MEAL systems, safeguarding systems, and learning agenda. Identify gaps in qualitative evidence generation, systems change tracking, and adaptive learning.

4.2 Design of Integrated Framework - Develop an integrated framework covering OH, MSC, systems change monitoring, contribution analysis, behavioural change tracking, and qualitative impact synthesis. The framework shall include a Regional Context Adaptation Protocol to ensure that OH and MSC tools are adapted to regional variations in market density, infrastructure, accessibility, political economy, cultural norms, gender relations, institutional capacity, and security considerations.

The framework shall also include Cross-Regional Outcome Synthesis Mapping to compare how similar interventions generate different outcomes across regions and to explain the influence of regional market structure, service availability, infrastructure, local norms, institutional responsiveness, and political economy on observed outcomes.

4.3 Development of Operational Manual and Tools - Develop practical manuals, protocols, templates, and tools including:

- OH, and MSC operational manuals
- Story harvesting and validation tools
- Systems change tracking tools
- Safeguarding and ethical storytelling protocols
- Data quality assurance systems
- Learning and reporting templates

4.4 Development of Training Packages - Design practical and context-responsive training packages covering:

- OH and MSC methodologies and facilitation skills
- Systems thinking and change analysis
- Qualitative data collection and analysis
- Safeguarding and ethical evidence generation
- GESI and disability inclusion
- Adaptive management and learning

4.5 Capacity Building and Field Application - Deliver Training of Trainers (ToT), workshops, coaching, and field application support for SNV, IPs, and youth structures.

4.6 Pilot Testing and Institutionalization - Pilot tools in selected clusters, refine based on learning, and provide scaling and institutionalization recommendations.

5. Key Deliverables

The consultant is expected to deliver the following outputs.

No.	Deliverable	Description
1	Inception Report	Methodology, workplan, stakeholder mapping
2	Draft OH and MSC Operational Manual	Comprehensive draft guide, including the OH and MSC operational framework, Regional Context Adaptation Protocol, Cross-Regional Outcome Synthesis Mapping approach, systemic outcome indicators, verification methodology, and GESI/RYW-sensitive harvesting protocols
3	GESI, DI and Safeguarding Framework	Integrated inclusion and safeguarding guidance
4	Practical Tools and Templates Package	Standardized operational tools
5	Training Package and Provide Training	Facilitator and participant materials and provision of the training to staff of selected SNV where this will be covered by RAYEE II
6	Pilot Application Report	Field testing findings and recommendations
7	Final Operational Manual	Revised and validated final version
8	Final Consultancy Report	Assignment summary and recommendations

6. Operational Activity Framework

6.1 Development of GESI and Disability Inclusive OH and MSC Operational Manual

Code	Sub-Activity	Operational Definition	Key Tasks	Expected Outputs
6.1.1	Review programme frameworks and systems	Review existing programme documents and systems to inform design	Document review, consultations, systems mapping across ToC, MEAL, safeguarding, and learning frameworks	Inception review report with gaps and recommendations
6.1.2	Develop Outcome Harvesting (OH) framework	Design a structured OH methodology for identifying, verifying, and analysing direct, indirect, and systemic outcomes, including behavioural shifts among market actors with no direct contact with or funding from the programme	Define outcome domains, harvesting steps, systemic outcome criteria, verification protocols, sampling criteria for independent substantiators, and analysis framework. The methodology shall include indicators for changes in market rules, formal and informal regulations, commercial sustainability, crowding-in, copying, adaptation, institutional practice, and ecosystem-level behaviour change.	OH operational framework with systemic outcome criteria, regional adaptation guidance, substantiation protocol, and indicative verification threshold

Code	Sub-Activity	Operational Definition	Key Tasks	Expected Outputs
6.1.3	Develop Most Significant Change (MSC) framework	Design a participatory storytelling and narrative-based evidence system	Develop story collection tools, selection criteria, validation and ethical storytelling protocols	MSC operational framework
6.1.4	Integrate GESI, Disability Inclusion and Safeguarding	Ensure inclusion, ethics, and protection are embedded across tools and processes	Develop accessibility tools, informed consent processes, safeguarding guidance, inclusive participation mechanisms, and safe protocols for harvesting sensitive agency, empowerment, and gender-transformative outcomes in conservative rural environments	Integrated GESI, DI and Safeguarding framework
6.1.5	Validate operational manual	Validate tools and frameworks with stakeholders for usability and alignment	Facilitate validation workshops, incorporate feedback, refine manuals and tools	Final validated OH and MSC operational manual

For independent substantiation, the consultant shall propose a practical sampling approach prioritising non-beneficiary market actors and external ecosystem players, including private sector actors, financial service providers, input and output market actors, business development service providers, government and regulatory actors, community structures, and other actors who can independently confirm observed outcomes. The consultant should propose a feasible substantiation threshold, with an indicative expectation that at least 20–30% of harvested outcomes, particularly systemic and high-significance outcomes, are independently substantiated.

The OH and MSC framework shall explicitly capture gender-transformative systemic outcomes, including changes in community and informal norms around women owning or leading agri-enterprises, financial institutions adapting collateral or lending requirements for rural young women, market actors changing procurement or service delivery practices to include RYW and youth with disabilities, and shifts in household, community, institutional, or market-level decision-making that enhance agency, dignity, and access to dignified and fulfilling work.

6.2 Development of Training Packages and Facilitation Systems

Code	Sub-Activity	Operational Definition	Key Tasks	Expected Outputs
6.2.1	Develop training curriculum	Design structured learning pathway for OH, MSC and systems monitoring	Curriculum design, learning outcomes, session planning, validation	Approved training curriculum
6.2.2	Develop facilitation materials	Prepare practical training and facilitation resources	Develop manuals, slides, exercises, case studies, and job aids	Training facilitation toolkit
6.2.3	Conduct Training of Trainers (ToT)	Build internal capacity for cascading training	Deliver ToT sessions, coaching, facilitation practice, and feedback sessions	Trained facilitators and ToT report
6.2.4	Facilitate pilot application	Support field application of tools in selected clusters	Coaching, supervision, field testing, documentation of learning	Pilot implementation and learning report
6.2.5	Refine and finalize packages	Improve tools based on field experience and feedback	Consolidate feedback, revise materials, ensure standardization	Final training and implementation package

7. Duration of Assignment

The assignment will be completed within three (3) months from contract signing.

8. Ethical Standards and Safeguarding

All consultancy activities must comply with:

- SNV safeguarding policies,
- Ethical evidence generation principles,
- Informed consent standards,
- Disability inclusion principles,
- Child and vulnerable youth protection standards,
- Confidentiality and data protection requirements.

The consulting firm must ensure:

Protocols for harvesting sensitive agency and empowerment outcomes must be context-sensitive and should include risk assessment, privacy safeguards, voluntary participation, informed consent, safe referral pathways where required, anonymisation, gender-appropriate facilitation, careful selection of interview settings, and options for participants to decline or withdraw without consequence. Particular attention must be given to conservative rural environments where disclosure of sensitive experiences may create social, emotional, or protection risks.

- Do-no-harm approaches,
- Safe participation,
- Respectful representation,
- Ethical storytelling,
- Confidential data management,
- Accessible communication and facilitation.

9. Consulting Qualifications

The consulting firm must demonstrate:

- Minimum **7 years institutional experience** in evaluation and learning systems
- Proven expertise in **Outcome Harvesting and Most Significant Change**
- Experience in **systems thinking, market systems development, and adaptive management**
- Strong capacity in **GESI, disability inclusion, and safeguarding**
- Demonstrated experience in **training and facilitation of complex methodologies**
- Experience in **donor-funded youth employment or livelihood programmes** (preferably Mastercard Foundation or similar)
- Experience in Ethiopia or comparable contexts is an advantage

Preferred Experience

- Experience with youth employment programmes particularly in agribusiness,
- Experience in market systems development,
- Experience in Ethiopia or similar contexts.

Core Team Expertise

1. Impact Evaluation and Systems Change Lead (Team Lead)

Master's/PhD, 10–15 years' experience in evaluation, systems thinking, and market systems development. Leads overall design, integration of OH/MSC, systems change analysis, and alignment with RAYEE II and Mastercard Foundation frameworks. The **Lead** is the overall lead because the assignment is fundamentally about:

- Systems transformation
- Contribution analysis
- Integration of all evidence streams
- Alignment with Mastercard Foundation Shared Measures

2. OH and MSC Specialist

Master's, 8–12 years' experience in Outcome Harvesting and Most Significant Change. Responsible for designing qualitative evidence systems, storytelling methods, and validation processes.

3. GESI, Disability Inclusion and Safeguarding Expert

Master's, 8–12 years' experience in gender, inclusion, and safeguarding. Ensures all tools and processes are ethical, safe, accessible, and inclusive of RYW and youth with disabilities.

4. Learning and Capacity Building Expert

Master's, 7–10 years' experience in training, facilitation, and knowledge management. Leads ToT, coaching, learning systems, and practical application of tools in the field.

10. Evaluation Criteria

Technical Evaluation (70%)

N o	Criteria	Description	Score
1	Understanding of assignment	Assesses the consulting firm's clarity of understanding of the assignment objectives, scope, and expected outcomes, including systems thinking and qualitative impact monitoring requirements.	10
2	Technical methodology and approach	Evaluates the robustness, coherence, and practicality of the proposed methodology, including OH, MSC, systems change monitoring, qualitative impact monitoring design, Regional Context Adaptation Protocol, Cross-Regional Outcome Synthesis Mapping, substantiation approach, and proposed verification threshold.	15
3	OH, and MSC expertise	Assesses demonstrated institutional and technical experience in designing and implementing Outcome Harvesting and Most Significant Change approaches in complex development programmes.	15
4	GESI, DI and safeguarding integration	Evaluates the extent to which GESI, Disability Inclusion, safeguarding, ethical storytelling, protection principles, inclusive MSC participation, and safe harvesting of sensitive agency and empowerment outcomes are embedded in the proposed approach and tools.	10
5	Training and facilitation approach	Assesses the quality of capacity building strategy, including training design, facilitation methods, coaching approach, and field-level application support.	10
6	Consultant experience and capacity	Evaluates the consulting firm's overall institutional experience (minimum of seven years), team capacity, and track record in similar assignments within large-scale multi-stakeholder programmes.	10
	Total		70

Minimum technical pass mark: 55 out 70.

Financial Evaluation (30%)

Criteria	Description	Score
Cost-effectiveness and value for money	Assesses the overall financial competitiveness of the proposal, including justification of costs relative to scope, quality of inputs, and efficiency of resource use.	30

11. Budget Note

This consultancy falls under PC6: Monitoring, Evaluation and Coordination; and proposed budget code is **SP2362-VI.6.1.5**. The financial proposal shall include adequate and clearly itemised budget provisions for inclusive participation in OH, MSC, training, validation, and field application activities. This should include reasonable accommodation for persons with disabilities, accessible venues and transport, sign language interpretation where needed, caregiver or aide support, translation and local language facilitation, gender-sensitive and safeguarding-sensitive interview arrangements, adapted facilitation for RYW and youth with disabilities, and additional time or logistical support required for inclusive MSC story generation.

Budgeting for inclusion should be treated as an essential cost of quality and ethical implementation rather than an optional add-on, ensuring that rural young women, youth with disabilities, and other marginalised participants can safely and meaningfully engage in evidence generation and learning processes.

12. Submission Requirements

Interested consultants/firms shall submit:

1. Technical proposal,
2. Financial proposal,
3. Company profile,
4. CVs of key experts,
5. Relevant experience references,
6. Legal registration and tax documents.

13. Submission Process

Bidders must submit sealed technical and financial proposals separately before the deadline stated in the advert. Properly unsealed envelope, email send technical and financial doc. Unseparately, and any submission of any proposals after the deadline will immediately be disqualified. **Note:** The contract will be awarded to the bidder with the highest combined technical and financial score. **SNV reserves the right to:**

- Conduct interviews or presentations
- Verify references
- Request clarifications
- Reject any or all bids without obligation

Submission Guideline and Application submission date

Interested and qualified applicants who meet the qualification stated above, should submit their proposals as indicated below. Title of the specific assignment, **“Consultancy Service for Design and Technical Support in Developing GESI and Disability Inclusive Outcome Harvesting and Most Significant Change Operational Manual, Training Packages and Application Framework”** should be mentioned in the envelop/email subject. SNV will not be responsible for proposals submitted without indicating title of the assignment on the envelope or subject of the email. Both the **Technical** and **Financial** proposals should be submitted in a **separate email** to ettenders@snv.org or a separate envelope for those who are submitting in person. Failure to comply with this requirement will result in automatic rejection of the bid. SNV will not be responsible for proposals submitted without indicating the title of the assignment (**“Consultancy Service for Design and Technical Support in Developing GESI and Disability Inclusive Outcome Harvesting and Most Significant Change Operational Manual, Training Packages and Application Framework”**) on the subject of the email/envelop. Proposals must be received by SNV Addis Ababa office to the address below no later than **September 08, 2026, 17:00 (5:00PM)** close of business. All submissions should be sent to: Via email to ettenders@snv.org or must be submitted in person. All physical submissions should be sent to: SNV Ethiopia, Mexico Sar Bet Road Next to African Union P.O. Box 40675, Addis Ababa | Ethiopia Fax + 251 (0) 11 616 6252 Tele + 251 (0) 11 616 6232 or via [<ettenders@snv.org>](mailto:ettenders@snv.org).

14. Approval

	Name	Position	Dates	Signature
Requested by	Girum Tadesse	MEAL Lead	18/08/2026	
Approved by	Mahlet Seifu	Program Manager	18/08/2026	