Terms of reference (ToRs) for the procurement of services

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Consulting for Facilitating the ASEAN Climate Leadership Programme (ACLP)

Project number/ cost centre:

20.2023.8-003.00

"Promoting the Climate-Smart Agriculture (CSA) practices to enhance the Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs)"

0. List of abbreviations 2

1. Context 3

2. Tasks to be performed by the contractor 6

3. Concept 7
   Technical-methodological concept 7
   Project management of the contractor (1.6) 8
   Further requirements (1.7) 8

4. Personnel concept 9
   Team leader 9
   Key expert 1 10

5. Costing requirements 11
   Assignment of personnel and travel expenses 11
   Sustainability aspects for travel 11

6. Requirements on the format of the tender 12

7. Organisational Matters 12

0. List of abbreviations

ACLP	ASEAN Climate Leadership Programme
AMS	ASEAN Member State
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
ASEAN AgriTrade	Promotion of Sustainable Agricultural Value Chains in ASEAN
ASEAN-CRN	ASEAN Climate Resilience Network
CAP	ASEAN EU-German Climate Action Programme
COP - UNFCCC	Conference of the Parties - United Nations Framework Convention on Climate Change
CSA	Climate-Smart Agriculture
CSLU	Climate Smart Land Use
ED	Environmental Division
FAFD	Food, Agriculture, and Forestry Division
GST	The Global Stocktake of the Paris Agreement
LULUCF	Land Use, Land Use Change and Forestry
NbS	Nature-based Solutions
NDCs	Nationally Determined Contributions

1. Context

To enhance regional capacity and climate change policy, ASEAN has been collaborating with two projects within the GIZ ASEAN Cluster, namely the ASEAN EU-German Climate Action Programme (CAP) and Promotion of Sustainable Agricultural Value Chains in ASEAN (ASEAN AgriTrade) project.

CAP focuses on strengthening ASEAN structures and processes to make climate policy more effective. This can ensure climate policy issues are more systematically addressed in ASEAN policy documents, specifically in terms of the implementation of NDCs in priority sectors of land use, land use change and forestry (LULUCF). The project also provides targeted support in three areas:

a. Improving the capacities of the ASEAN institutions on climate policy,
b. Increasing visibility of AMS in international dialogues on climate policy,
c. Supporting AMS to better synergise respective climate policies in the region.

The ASEAN AgriTrade project in collaboration with the ASEAN Member States (AMS) and ASEAN Secretariat (ASEC) supports the following:

a. Improve cooperation between ASEAN bodies and private sector actors,
b. Strengthen awareness of ASEAN policymakers of the importance of gender in agriculture,
c. Improve exchange between public and private actors in Cambodia, Lao PDR, Myanmar, and Vietnam,
d. Improve awareness on the health and environmental benefits of sustainably produced agricultural products and,
e. The benefits of applying sustainability standards are well-known to policy makers at national level.

In 2020 and 2021, the Climate-Smart Land Use (CSLU) project in collaboration with the ASEAN Climate Resilience Network (ASEAN-CRN), designed and implemented two cohorts of the regional leadership courses called the ASEAN Climate Leadership Programme (ACLP).

The courses aimed at building the capacity of ASEAN leaders and future leaders as change agents who are able to facilitate long-term positive impacts on regional climate change issues. These issues include addressing complex challenges, fostering regional cooperation and networks, and promoting systems thinking in addressing landscape level climate challenges.

ACLP programmes addressed specific climate relevant topics and strengthened competencies to develop and implement more effective ASEAN policies and action-oriented programmes. Participants of the courses planned and developed change projects that focused on more effective national-level implementation of these policies.

ACLP I (2020) focused on the promotion of climate-friendly and resilient land use management contributing to food security and climate impacts. ACLP II (2021), emphasized climate-smart land use for implementing Nationally Determined Contributions (NDCs). For more information, please visit ACLP microsite.

Therefore, the projects plan to contract a consulting firm (facilitator team) to facilitate and manage the ACLP training (both online and offline) sessions successfully.

Short description of the ACLP

The ACLP III aims to enhance the leadership of key stakeholders to be able to institute effective interventions that ensure more sustainable, effective, and transformative action in the context of agriculture, forestry, climate policy and gender empowerment.

The objectives of the program will focus on 3 areas of competencies (increasing knowledge, strengthening relevant skills, and providing a space to increase awareness and shift attitudes related to leadership and the thematic areas of climate smart agriculture, climate policy, and gender empowerment.

At the end of the program, ACLP III participants will be able to:

1. Reflect on ongoing international climate policy and its relevance to regional, national and local context;
2. Initiate the implementation of climate actions on the ground from conceptualization, prototyping, and scaling up;
3. Explain key concepts, practices and trends on CSA and consider how climate policy and gender considerations relate to this;
4. Practice skills, approaches, and tools needed to strengthen leadership to promote inclusive and effective climate actions interventions at the landscape level;
5. Strengthen leadership skills and attitudes needed for inclusive and effective climate actions,
6. Reflect on their learnings they gained from their leadership journey and translate best practices and lesson learned for more effective implementation in their work context;
7. Connect to and gain current knowledge and insights from a network of climate leaders, experts and practitioners to promote the development and implementation more inclusive and effective CSA the landscape level;

Draft programme design

The curriculum has been designed with the following caveats:

a. Align the objectives of ACLP III to AgriTrade and CAP project objectives, so that the capacity development intervention will meaningfully contribute towards both projects' outcomes,
b. Participant selection needs to consider that the target audience has experience and knowledge and experience in CSA and climate change initiatives (not novice).
c. Each participant develops change projects that are relevant to challenges and issues they are facing in implementing inclusive and effective CSA in their own contexts/landscapes,
d. Key competency areas addressed are increasing the knowledge base, strengthening skills and the providing learning experiences that can trigger important attitudinal shifts of the targeted group,
e. Develop completion criteria such as attendance, submission of change project plan, completion of participation.

Approach and methodology

The programme is designed as a Leadership Journey to strengthen key leadership skills for initiating and facilitating change processes and collective cross-sectoral transformative actions in the field of climate-smart agriculture.

Leadership Journeys are part of a quest towards global transformation and more sustainable economies and societies. They encourage the participants to reflect on both, tangible structures such as institutions, politics and material realities, as well as the inner world of values, world views, cultural frames, narratives and habitual routines of the self and society in order to facilitate change and social innovation. Participants learn to look at issues from a systemic perspective and also become more aware of their own role in the system around them.

The programme addresses leadership not as a stand-alone function but in the context of a specific challenge. During this Leadership Journey all activities will be focused on strengthening ASEAN policy processes (horizontal impact) and improving the interaction between regional and national policy processes (vertical impact) for promoting land use management that enhances food security and amplifies climate change mitigation and adaptation outcomes. The programme is based on peer-to-peer exchange, facilitated by experienced coaches who are experts on leadership and change theory and by resource persons with technical knowledge on land use and climate change.

The programme is based on leadership and innovation lab approaches that have been successfully applied by GIZ for various topics and contents. It emphasises the importance of the learning process which continues outside of the modules.

The leadership programme will be based on the GIZ (Academy of International cooperation) didactical approach of a “leadership journey”. Leadership Journeys combine the GIZ approach Leadership for Global Responsibility with a focus on a specific sectoral topic, here: climate smart land use. In addition to input on selected topics of the sector area and of leadership and (change) management latest thinking, the leadership approach emphasizes experiential learning, learning by doing, peer-exchange, awareness, and self-reflection. The rational, cognitive mind is stimulated as much as paying attention to the emotional and physical aspects of our Self. Participants are asked to bring in their own transfer project and work challenges and reflect and work with peers on possible solutions.

Some of the methodologies that will be utilised include:

1. Online interactive session for leadership and thematic content
2. Face to face training/workshop
3. Peer and group learning
4. Stories of change/ Best practice sharing
5. Immersive experiential field site engagement with specified tasks
6. Individual Change project development
7. Mentoring and coaching with leadership and thematic experts/experienced practitioners
8. Journaling

Target group

A key success factor for a Leadership Journey is the selection of participants. Great care will be taken to identify the right participants, focusing on their mandate, mindset, influence, and diversity.

The key target group are government representatives (policymakers) from all ASEAN member states (up to three per country) with the following characteristics:

- Mid to Senior Technical Officer who develops and/ or implements programmes at national or sub-national level and is expected to give inputs to national and, indirectly, to regional policy making process, with 3 to 7-year work experience;
- Working in one (or several) of the following areas: agriculture, forestry, rural development, food security, climate policy and action;
- Directly or indirectly involved in ASEAN or national policy processes;
- Potential of acting as a change agent: having or heading towards key positions, having solid professional reputation, being active in relevant fields

Participants from other types of regional or national institutions/ organisations (namely academia, NGOs, and CBOs) might be allowed to apply as well.

The programme will support these leaders to mobilize and engage their teams in their respective institutions in the change initiatives and inspire collaboration within and across institutions. In this way the programme supports the mobilization and work of a much larger team of people in the sector.

Estimated maximum of participants is 30 with gender balance (min. 50 per cent women) and country balance considerations (up to three people per AMS from different institutions/ organisations).

There will be 6 events in total, comprising of 4 virtual events, 2 onsite events with a field visit with detail as below:

	1 Foundation	2 Practice	3 Practice	4 Experience	5 Reflect and Apply	6 Consolidate & actioning
Duration	7.5 hours 2.5 days	7.5 hours 2.5 days	7.5 hours 2.5 days	14 hours 2 days	6 hours 2.5 days	7 hours 1 day
Event type	Online training workshop	Online training workshop	Online training workshop	Face to face training workshop with field component	Online training workshop	Face to face training workshop

2. Tasks to be performed by the contractor

The core facilitator team for the programme will consist of two (2) experts of leadership training on U-Theory Facilitator and a Thematic Facilitator, specifically on the natural resources management and its relation with climate change.

Additionally, other (mainly technical) experts will act as co-facilitators, and resource persons for individual modules/sessions and will be coordinated by the two facilitators. The core facilitators team, in close coordination with GIZ ASEAN Cluster team, will guide the preparation and implementation process of the leadership programme.
Work described above will be divided between the two Facilitators.

All participant communication and materials will be in English. Documents relevant for the contractors and GIZ will also be designed in English.

During the consultancy process, the contractor will be responsible for providing the following work/services:

<u>Work package A: Preparations</u>

1. Participate in coordination calls with the GIZ ASEAN Cluster team and other facilitators,
2. Co-creating (concept and design) of the overall detailed agenda of the Leadership Journey in close cooperation with the GIZ ASEAN Cluster team (focus will be on fostering dialogue, self-reflection, transformative learning, improving policy processes and translating policies and plans into action),
3. Preparation and implementation of the virtual and in-person design workshops (2-times approx. 0.5 day) for the GIZ ASEAN Cluster team and its cooperation partners,
4. Provide briefings to other resource persons and co-facilitators on leadership development and the programme flow,
5. Prepare inputs, materials, exercises etc. for modules/sessions, including for onboarding of participants and involving their superiors (see draft programme structure),

Work package B: Implementation

1. Deliver inputs, facilitate sessions, and relevant activities during workshops, both virtually and in-person formats (2 meetings consisting of 2-days workshop and 1-day graduation event),
2. Provide guidance for participants throughout their leadership journey,
3. Provide feedback to outputs of participants (e.g. on project ideas, personal leadership development plan) and act as coaches throughout the programme,
4. Moderate and/or organise evaluation and de-briefing formats throughout the implementation of the programme and coordinate adjustments with the other team members,

Work package C: Providing expert inputs and advice for ASEAN policymakers

1. Support documentation of programme results,
2. Contribute to final de-briefing and formulating lessons learnt.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	**Deadline/place**
Work package A: Preparations (including kick of)	End of July 2024/Home-based (virtually)
Work package B: Implementation	End of June 2025/Home-based (virtually) and TBD venue in ASEAN Region Country (face-to-face meeting)
Work package C: Providing expert inputs and advice for ASEAN policymakers	End of June 2025/ Home-based (virtually)

Period of assignment: from 12 June 2024 until 30 June 2025

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project
- Gender equality should be taken into account when organizing each event.

Further requirements (1.7)

The tenderer must possess the following experience:

- A minimum of 4 years of consultancy experience in conducting similar works or projects.
- Professional experience in the agriculture and forestry sectors or in climate policy is required.
- Project management experience and expertise suitable for a project of this scale and complexity are necessary to ensure superior coordination and consultation, as well as the delivery of high-quality and timely deliverables.
- A minimum of 2 years of proven experience in organizing trainings at the regional level.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 6), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- Serve as the main facilitator of the listed events in Chapter 2
- Leading the support during preparation, planning and development of detailed content of the programmes

Qualifications of the team leader

- Education/training (2.1.1): University degree (Master) in Business Administration, Pedagogy, Management, Psychology or any other relevant field
- Language (2.1.2): C2 -level language proficiency in English
- General professional experience (2.1.3): Min. 5 years of experience in facilitating and coaching, including through virtual formats (proven coaching certificate and/or references in particular with regard to virtual facilitation experience). Expertise in the areas of climate change, environment, agriculture, forestry, land management, rural development or food security is of high advantage.
- Specific professional experience (2.1.4):
    - Methodological experience
        - Solid knowledge of Change Management (theories and approaches),
        - Familiarity with U-Theory and/or similar approaches underlying this transformational approach (reference material: GIZ leadership approach ”Leadership for Global Responsibility”),
        - Min. 5 years’ experience in facilitating leadership development programmes in the field of International Cooperation accompanying policy processes or in the public policy arena,
        - Understanding of leadership and management concepts, processes, and tools relevant for shaping desired changes in the public space,
        - In depth knowledge in systemic thinking and coaching (preferably systemic coaching) and profound experience of coaching in the international context,
        - Experience in developing and implementing leadership development programmes with partner organizations,
    - Proven experience in designing and facilitating online and offline trainings, and other exchange formats is highly relevant

- Leadership/management experience (2.1.5): Min. 5 years of experience in developing and implementing Leadership Development programmes (including know-how of up-to-date relevant theories and approaches).
- Regional experience (2.1.6): Min. 5 years' experience in/with ASEAN Member States is of high advantage.
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects. Proven experience with high-ranking officials from state organisations, e.g. ministries, research institutions

We expect some flexibility in case of short-term changes and differing needs of participants and implementation partners. The expert contracted here should demonstrate a participative, dynamic, action- and needs-oriented facilitation style and a high degree of intercultural competence. S/He should consider gender and diversity aspects throughout this assignment (please refer to the documents in the annex). This entails, among others:

- Reflecting and communicating own and different cultural & gender conditioning, incl. one's own blind spots,
- Showing a keen interest in, ideally deep knowledge of, and familiarizes him-herself with the cultural context of participants,
- Acting without prejudice and value-judgement,
- Ability to apply strategies for dealing with interculturally challenging situations,
- Ability to create a workshop setting and respective tools which enable an active involvement of all participants,
- Ability to create a safe environment in which to address personal and difficult topics,
- Using non-sexist and gender-neutral language in all interactions with participants, commissioning organization and other stakeholders.

Oral and written fluency in English is a prerequisite for entering the tender.

Key expert 1

<u>Tasks of key expert 1</u>

- General management and technical backstopping of all activities, incl. conceptualization and reporting
- Day-to-day liaison with GIZ

<u>Qualifications of key expert 1</u>

- Education/training (2.2.1): University degree (Master) in Business Administration, Pedagogy, Management, Psychology or any other relevant field
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): Min. 5 years of experience in facilitating and coaching, including through virtual formats (proven coaching certificate and/or references in particular with regard to virtual facilitation experience). Expertise in the areas of climate change, environment, agriculture, forestry, land management, rural development or food security is of high advantage.
- Specific professional experience (2.2.4):
  - Min. 4 years of experience in facilitating and coaching, including through virtual formats (proven coaching certificate and/or references in particular with regard to virtual facilitation experience)
  - Solid knowledge of Change Management (theories and approaches)
  - Familiarity with Theory U and/or similar approaches underlying this transformational approach (reference material: GIZ leadership approach "Leadership for Global Responsibility")

- Understanding of leadership and management concepts, processes and tools relevant for shaping desired changes in the public space

- Regional experience (2.2.6): Experience in / with ASEAN Member States is of advantage
- Development Cooperation (DC) experience (2.2.7): Proven experience with high-ranking officials from state organisations, e.g. ministries, research institutions

Soft skills of team members
In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

Specification of inputs

Fee days	**Number of experts**	**Number of days per expert**	**Total**	**Comments**
Team Leader	1	27	20	Lump sum against timesheet
Key expert 1	1	27	20	Lump sum against timesheet
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Accommodation	2	6	12	Maximum cost, reimbursed against the evidence
International flights (round trip)	2	2	4	Travel to ASEAN Region Country
Airport transfer (train, car)	2	2	4	Transfer to/from airport etc.

Local transport (train, car)	2		1	Travel within the country of assignment.

6. Requirements on the format of the tender

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the **concept** (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The complete concept must not exceed 10 pages (excluding CV). The bid must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format standard for application. The CVs shall not exceed 4 pages. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, or budgets in full. The number of days, trips and the budgets will be contractually agreed as **maximum limits**. The specifications for pricing are defined in the price schedule.

7. Organisational Matters

Place of Assignment: ASEAN Region Country

Payment modalities: Payment of the assignment will be made in three (3) terms. The final payment will be made after the completion of the assignment, considering a satisfactory result, evidence and timesheet provided by the contractor.

Failure to complete work: GIZ reserves the right to cancel the remainder of the contract if the deliverable output does not meet ToR requirements and standards of quality e.g. if Task 1 is completed unsatisfactorily, GIZ is only liable to pay for Task 1 and can cancel the contract for the remaining Tasks.