

CONFIDENTIAL

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I. General information

Brief information on the project

Since its launch in 2015, the Land Management and Decentralised Planning project has collaborated with government and development partners to enhance land management and administration in Laos. Since 2025, the fourth phase of the project which is co-funded by BMZ and SDC (Germany and Switzerland) focuses on securing land rights for smallholder farmers and forest users while also protecting forests and biodiversity. This phase aims to improve rural livelihoods by empowering communities to obtain land titles or land use certificates. This is achieved through an integrated land management approach that protects peoples' land rights as well as forests, and biodiversity. Additionally, the project seeks to strengthen the legal framework for land tenure security and enhance administrative decision-making through utilization of digital Land Information Systems, ensuring more effective land management.

The project is looking for a consultancy company to support the overall management of the project as follows:

- Preparation and facilitation of a two-day team workshop for the technical team of LM DP 4 in February/March 2027
- Facilitation and documentation of the feedback to line managers for 3 line managers in the second half of 2027.
- Facilitation support for a Management Team retreat in the second half of 2027 in Vientiane Capital

- Preparation and facilitation of a 1.5-day Output 1 core team retreat with partners outside of Vientiane Capital in March 2027
- Preparation and facilitation of a 1.5-day Output 3 LUIS Team retreat with partners outside of Vientiane Capital in November 2026

Context

The assignments have the following background:

LMDP Team Workshop: The objective of the team workshop is to ensure a shared focus and vision for the implementation in 2027 for the whole project team, exchange and clarification on the operational plan for the period June 2027 to May 2028, reflection on cooperation with partner as well as some capacity building for team members on time and work management tips and tricks. The workshop should also include strategic discussions on new activities under the change offer as well as conceptual discussions on the exit strategy under LMDP 4, which marks the final phase of the project. This should include candid discussions on possible follow-on positions in GIZ and beyond. A half day focused on teambuilding should also be included. The workshop should use interactive and participatory methods, encourage open exchange as well as generate clear and actionable next steps. There will be 12 to 14 participants in the team workshop and a total of 20 participants in the team building part.

Feedback to managers for 3 line managers: Feedback to managers is a binding management instrument at GIZ. The manner in which it is conducted is regulated by a GIZ employer/staff council agreement (GBV 04/2013). Since August 2014, this has also been regulated for national managers and their staff by an O+R standard in line with the GIZ employer/staff council agreement. The instrument is intended to encourage a dialogue between staff members and their managers, increase management effectiveness, promote cooperation and thus make work processes more efficient. All managers in Germany and abroad with management responsibility for seconded and national personnel are obliged to offer an opportunity once a year for the staff members under their direct line responsibility to provide feedback on managers' leadership conduct and on the need for leadership. Staff members participate in feedback on a voluntary basis.

Facilitation of Management Team Retreat: The 2-day retreat planned to take place in Vientiane has the aim to discuss strategic questions on project planning for the future, particularly new directions after the change offer of LMDP and extension to 2028, as well as preparing for the end of the last phase of the LMDP project in the team and communications with partners. A more detailed objective and agenda for the retreat will be developed together with all team members. There will be 7 participants in the management team retreat.

Core Team Retreat with Partners for Output 1: The objective of the Core Team Retreat is to strengthen collaboration among selected key management and technical staff from the Department of Forestry (DoF), the Department of Land Administration and Management (DLAM), and the Provincial Agriculture and Environment Offices (PoAEs) of Houaphanh and Xayaboury, who are responsible for coordinating and supporting the implementation of activities under Output 1. The retreat will focus on the following key areas: (i) Strengthening working relationships among the core team members by addressing outstanding issues, clarifying differing perspectives between DoF and DLAM, and aligning the partners' understanding and expectations with those of the project; and (ii) Reviewing and assessing the progress of tenure recognition activities in forestland under the Financing Agreements at both the national and sub-national levels, identifying implementation challenges, and

agreeing on the necessary next steps. The retreat is expected to involve approximately 15–20 participants.

LUIS Team Retreat: To further strengthen the collaboration between the LMDP Project Team and the LUIS team, a joint retreat will address existing alignment and communication gaps arising from differing organizational cultures and structures. By fostering mutual learning and building trust, the event will create a safe environment for open feedback and shared planning. Through collaborative activities, the teams will identify key areas for growth, resulting in an evaluative document. Ultimately, these insights will serve as valuable lessons learned to help other teams within the LMDP project enhance and enrich their own partner relationships.

GIZ shall hire the contractor for the anticipated contract term, from 15.10.2026 to 30.11.2027

The contractor shall provide the following services:

For the **Team Workshop**:

- Kick off meeting with the team leaders
- Develop the agenda and methodology for the workshop
- Facilitate the 2- day workshop (2 facilitators)
- Create a short documentation of the workshop with a focus on capturing agreements, to do's and responsibilities for follow up
- **Total of 6 work days**

For the **feedback to managers** the following steps are included (material including guidelines and the survey are provided by GIZ):

- The feedback takes the form of a moderated group discussion that is prepared using the feedback questionnaire
- Each staff member fills in the feedback form. Staff members can obtain the current version of the feedback form from the responsible manager.
- The feedback forms are provided to the moderator, who evaluates them anonymously and creates an overview.
- The moderator initially discusses the evaluation findings separately with the manager and the staff members. He/she prepares participants for the joint moderated feedback discussion.
- The moderator documents in writing any agreements reached in the form of key feedback outcomes and sends them to the manager.
- The contractor undertakes to treat the content of feedback to managers in the strictest confidence.
 - ➔ One day for preparation and documentation, one day for the facilitation of the feedback to line managers in person
 - ➔ The feedback to line managers are planned according to the availability of the respective teams between August and December 2026
- **Total of 6 work days**

For the facilitation of the management team retreat the following steps are included:

- Discuss and develop the agenda for the management team retreat with members of the management team

- Facilitate the 2-day workshop (1 facilitator)
- Create a short documentation of the workshop
- **Total of 4 work days**

For the Core Team Retreat with partners for Output 1:

- Kick off meeting with team leader and agree on the venue (outside Vientiane Capital)
- Develop the agenda and methodology for the retreat
- Facilitate the workshop of 1.5 days (1 facilitator)
- Create a short documentation of the workshop
- **Total of 4 work days**

For the LUIS Team Retreat with partners for Output 3:

- Kick off meeting with team leader and agree on the venue (outside Vientiane Capital)
- Develop the agenda and methodology for the retreat
- Facilitate the workshop of 1 day (1 facilitator)
- Create a short documentation of the workshop
- **Total of 3 work days**

II. Tender requirements

1. Qualifications of proposed staff

The tenderer is required to propose personnel for the positions specified here and described with respect to the areas of responsibility and qualifications on the basis of relevant CVs. The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

1.1 Expert Facilitator Pool of 1 to 4 facilitators

1.1.1 General qualifications

Education: degree in education, social sciences or related field
Professional experience: 5 years experience in planning and facilitating workshops in the field of organisational development

1.1.2 Experience in the region/knowledge of the country

Laos

1.1.3 Language skills:

business fluency in English (C1) and at least 2 out of the 4 facilitators with Lao language skills at C1 level

2. Quantitative requirements

Per-diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#).

Overnight accommodation allowances are reimbursed as set out in the specification of inputs below.

Reasonable accommodation costs above the specified amounts can also be reimbursed against evidence where specifically justified.

All travel activities must be agreed in advance with the staff member responsible for the project.

Sustainability aspects for travel

GIZ is required to reduce greenhouse gas emissions (CO₂ 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 CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets are settled against evidence.

The market for carbon credits is made up of a large number of providers, each with different claims as to their climate impact. The [Development and Climate Alliance](#) has published a [list of standards](#). GIZ recommends using the standards specified there.

Fee days	Number of experts	Number of days per expert	Comments
Implementation	Expert pool (up to 3 experts)	Up to 23 work days	A total of 23 workdays is foreseen. The work can be fulfilled by different facilitators depending on the task and agreement with the project. Up to 3 travel days are additionally budgeted
Travel expenses	Number of experts	Number of days/nights per experts	Comments
Per-diem allowance in country of assignment	Expert pool (up to 3 experts)	Up to 6	Travel is planned for the LUIS Team Retreat and the Output 1 team retreat, e.g. in Vang Vieng. For 3 experts for 2 trips Travel expense base on Per-diem for travel day 8,9 USD

			Per-diem for working day 11 USD
Overnight allowance in country of assignment Note: In the case of an on-site assignment over a weekend, overnight accommodation allowances can be reimbursed on weekends between fee days	Expert pool (up to 3 experts)	Up to 6	For 3 experts for 2 trips NB: Against evidence, overnight Accommodation against evident or actual invoice 53 USD Travel expense base on GIZ domestic travel regulation
Travel costs (train, private vehicle)	Expert pool (up to 3 experts)	582	Travel costs up to USD 582 per expert can be reimbursed according to invoices submitted. Travel expense base on GIZ domestic travel regulation
Other costs	Number of experts	Amount per experts	Comments
Flexible remuneration	1	2,328	A budget of USD 2,328 is foreseen for flexible remuneration.
Equipment	1	116	A budget 116 USD Workshop and training materials

Calculate your financial bid exactly in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**. The regulations on pricing are contained in the price schedule.

III. Requirements on the format of the tender

The CV submitted for each expert can have a maximum of four pages. The concept (if required) should not exceed five pages. If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered).