**ANNEX I**

**TERMS OF REFERENCE**

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| **UNITED NATIONS DEVELOPMENT PROGRAMME** |  |
| **TERMS OF REFERENCE** | |
| **CLUSTER: Nature Climate and Energy (NCE)** | |
| 1. **GENERAL INFORMATION** | |
| Title: National Systems Change Facilitation Specialist for Brazil soy and beef sectors  Project: 128105 Green Commodities Programme - SECO Scoping Assessment –  Direct Supervisor: International Project Scoping Consultant - Green Commodities Programme Global Head  Type of Contract: Individual Consultant  Duty Station: Home Based - Brazil  Estimated Start Date: February 2022  Duration: 40 workdays over a period of 3 Months – February – May 2022 | |
| 1. **PROJECT DESCRIPTION OR BACKGROUND** | |
| Following the announcement of the Glasgow Leaders’ Declaration on Forests and Land Use issued during COP26, to which 141 countries have pledged to end deforestation by 2030, the European Commission released a proposal on 17 November 2021 for a zero-deforestation due diligence regulation of the European Parliament and of the Council that would require companies to verify their products are not tied to forest clearing. The regulation would essentially ban commodities that are linked to deforestation whether legal or illegal. Under the due diligence regulation, companies that purchase soy, beef, coffee, cocoa, timber, and palm oil and derived products such as leather, chocolate, and furniture would need to prove that the products do not come from areas deforested after December 2020. The regulation would challenge the shortcomings related to traceability and transparency in commodities supply chains and put added pressure on producers, notably in Brazil, one of the world’s largest producer of soy and beef.  Whilst considerable gains have been achieved in recent years, deforestation and human rights issues have not been removed from soy and beef value chains in Brazil. Growing global demand for soy and beef products represents a critical risk to the Cerrado in Brazil, particularly in the Matopiba region. Implementing a soy expansion model that does not convert the Cerrado’s native vegetation will require technological, regulatory, local governmental, market and financial incentives that promote the efficient use of pastures for livestock farming and the conversion of degraded pastures into farmlands. The Round Table on Responsible Soy (RTRS), established in Zurich in 2006 tried to establish a multi-stakeholder voluntary governance mechanism but it experienced low adoption rates of the RTRS standard and limited overall effectiveness. With respect to cattle ranching, there are initiatives to promote the transition of the sector towards sustainability including through multi-stakeholder mechanisms, but there are implementation challenges (the so-called “laundering” practice and the “leakage”).  Building on the partnership between SECO and UNDP GCP since 2015, this project scoping exercise and future project development seeks to strengthen incentive mechanisms for sustainable soy and livestock production in the Cerrado in Brazil through fostering a producer-centric multi-stakeholder dialogue process in the state of Tocantins. Applying [UNDP’s Effective Collaborative Action (ECA) methodology](https://www.greencommodities.org/content/gcp/en/home/tools/collaborative-action.html), a multi-stakeholder dialogue process is envisaged to facilitate increased uptake of and access to incentives, and demonstration and development of innovative and emerging incentive mechanisms.  To conduct this project scoping and co-design in a participatory manner and using systems approach principles, UNDP is hiring a national Systems Change Facilitation Specialist consultant to organize and facilitate participatory processes between multiple stakeholders, including stakeholder mapping and consultations, baseline assessment, power analysis and systems mapping, as part of this scoping process. In Brazil, this process will take place over 2.5 months (February-April) and should lead to the development of a project proposal to be submitted by July 2022 to SECO.  An international Project Scoping consultant was hired to supervise the development of the three project proposals, and will be the main point of contact for the national Systems Change Facilitator Specialist consultant. | |
| 1. **PURPOSE** | |
| The national Systems Change Facilitation Specialist consultant will bring process expertise to the work and support the design of workshops/(online) meetings, to make the best use of all your stakeholders’ time. The person will also be key in bringing a systemic change perspective and ensuring all the stakeholders are engaged in the appropriate way. S/he will facilitate the emergence of key insights and analyses that will feed into the project proposal. | |
| 1. **SCOPE OF WORK** | |
| The Systems Change Facilitation Specialist will undertake this assignment in close consultation with key actors within the soy and beef value chain, including government, private sector actors, CSOs and development agencies.  **Specific tasks of the project scoping process**  In general terms the scoping process includes the following steps, to be further adapted to the local context and defined in collaboration with UNDP.  **Key stakeholder outreach and consensus-building**. UNDP Brazil in collaboration with other potential partners, will organize meetings with key stakeholders who must be on board for a multi-stakeholder project intervention to be viable. This will typically include key public institutions, public-private commodity bodies, guilds and other key stakeholders. The conversations will be exploratory and present options and approaches for multi-stakeholder collaborative action that UNDP/GCP can support. This first approach will allow to secure stakeholders participation for the next steps of the process.  **Understanding the system**. For an effective process, the consultant will facilitate the development of the following analyses in a participatory manner with the goal to understand the dynamics of the system, including:   * **Stakeholder mapping**. Understanding the players and their interests, capacities, and behavior. Stakeholder mapping can help identify ‘champions’ of the subsequent dialogue process. (Stakeholders interviews) * **Power analysis**. Understanding the dynamics, relationships, and decision-making structures of the sector. This allows the team to better manoeuvre complex relationships and getting the right people involved. (Stakeholders interviews) * **Baseline assessment**. Defining the characteristics and the state of the sector and the productive landscapes. Mapping out challenges for commodity sustainability and their root causes. (1-day multi-stakeholder workshop) * **Systems mapping**. Used to define the boundaries of the system and its actors, relations, trends and dynamics. The systems map provides a simplified conceptual understanding of a complex system, and it helps stakeholders get on the same page (review and adaptation of previous Cerrado soy system map developed and extension to beef system, 2-day workshop)   Where possible, this process will make use of existing knowledge, such as recent studies and reports on the target commodity sector, and it will be done in close collaboration with potential project partners and counterpart stakeholders. Techniques and format indicated in each step of the system analysis are indicative and the consultant should review and make proposals based on her/his experience of the Brazilian context and stakeholders. Consultation could be facilitated in-person or virtually. The systems analysis should be finished by first week of April at the latest.  **Recommendations for project proposal**. Depending on the response from stakeholders, the design process for the multi-stakeholder dialogue and collaboration for systemic change project can take different forms. With the right buy-in the process can go towards a full-fledged platform, or it can steer towards more exploratory and shorter-term processes which can evolve over time. The flexibility of a multi-stakeholder co-design process makes it hard to predict the end results of it, but also optimizes stakeholder buy-in and engagement. The timeframe of the consultancy will not allow for a precise identification of the type of multi-stakeholder collaboration that will be supported by the project (this will be part of the project itself), however any initial elements identified should be captured into the project proposal. The consultant will conduct further stakeholders engagement in order to gather stakeholders inputs for the project proposal, including the multi-stakeholder dialogue and collaboration process and project components. Based on inputs collected, the consultant will develop a report with recommendations for the project proposal by the end April 2022. Securing buy in from government and other key stakeholders on these recommendations for the project proposal will be key for the successful completion of this consultancy.  **Key principles on stakeholders´ engagement for the full consultancy**  **Design**   * Design effective collaborative processes either virtual, face to face, or a combination of both. Prepare agenda designs and facilitation notes for all engagements, workshops and events to support the logical flow of content and group process dynamics. * Use tools to build consensus and generate trust between participants. * Ensure design allows all to participate in the process (cultural-responsive and marginalized-people inclusive) * Be able to communicate concepts of system thinking in a simple and accessible way. * Integrate capacity building in the knowledge of system thinking concepts in the design of the process. * Integrate learning and adapting in design.   **Deliver**   * Deliver independent process facilitation to support meetings stated objectives * To guide participants by generating curiosity and asking respectful questions, without siding with any of the groups. * To listen, understand and return to the group what is being said in order to promote reflection. * To keep the group focused on the subject at hand in order to keep momentum. * To summarize and emphasize agreements and disagreements.   **Integrate**   * To record what happens during the dialogue and liaise with project team to ensure workshop/meeting records and reports are produced accurately and in a timely manner. | |
| 1. **EXPECTED OUTPUTS / DELIVERABLES** | |
| **Deliverables**   1. **Inception Report**: The consultant will clearly articulate how s/he would complete the tasks, 1 week after signing of contract, including the methodology to be used for the systems analysis 2. **Facilitation plan for the System Analysis workshops/interviews**: Produce a more detailed methodology including agenda and facilitation plans of participatory exercises. 3. **Draft System Analysis report**: Produce a draft report including all the elements of the systems analysis 4. **Final Platform System Analysis report:** Report including all the elements of the systems analysis. 5. **Report on project proposal recommendations:** Recommendations on the nature of the multi-stakeholder collaboration process proposal and project components based on systems analysis and stakeholder engagement   The review and approval of each deliverable will be ensured by the International Project Scoping Consultant and approved by the GCP Global Head | |
| 1. **INSTITUTIONAL ARRANGEMENTS** | |
| * Duty station: Home based (Brazil) * This consultancy is meant for one National Systems Change Facilitation Specialist. UNDP will sign the contract with this individual. * The Consultant will report to the international Project Scoping consultant . On a day to day basis, s/he will liaise with potential project partners and experts from UNDP’s Green Commodities Programme (GCP). * Payments will be made upon satisfactory delivery of output and acceptance and confirmation from UNDP on output delivered. * The consultant will be given access to relevant information necessary for execution of the tasks under this assignment; * National travel may be required, depending on the location of the consultant and subject to the COVID 19 travel restrictions and biosecurity measures. * The consultant will be responsible for providing their own working station (i.e., laptop, internet, phone, etc.) and must have access to reliable internet connection. | |
| 1. **DURATION OF THE WORK** | |
| * The work requires 40 workdays between February and May 2022. | |
| 1. **DUTY STATION** | |
| The Individual Contractor will be home-based in Brazil | |
| **I. QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR** | |
| The person is expected to meet the following qualifications:  Education:   * University Degree in Social Sciences, Psychology, Human Development, International Development, Agriculture, etc or related fields * Masters degree will be an advantage   **Experience of the Consultant**  **Experience**:   * At least ten years of experience designing and facilitating using a variety of approaches and tools with an emphasis on employing a systemic thinking approach and design thinking. * At least ten years of experience working with multi-stakeholder, multi-sector groups forging collaboration, and collective agreement across differences of opinion and perspectives. Working with multi-stakeholder platforms in the agriculture or commodities sector would be an advantage. * Astute political instincts. Multiple experiences of working in different political and cultural contexts. The ability to see how it will impact and influence the process and commitment to adapt these processes to the current context. * An excellent collaborative work style, with an openness to change and ability to receive/integrate feedback and a track record with ways to promote diversity and inclusion in dialogue.   An excellent ability to plan/project manage, organize, implement, report on work and work under pressure and tight deadlines.  **Functional Competencies:**   * Demonstrated experience in virtual facilitation and use of virtual tools * A track record of delivering successful consultancy service in a timely manner * Ability to multi-task and have good time management skills * Strong analytical aptitude, communication, facilitation and presentation expertise. * A track record with ways to promote diversity and inclusion in dialogue * The ability to work under pressure and tight deadlines   Mandatory requirements:  Language:   * Fluency in both Portuguese and English, including excellent drafting and presentation skills. * **Applicants must submit an Implementation Plan and approach to assignment to be evaluated as part of their qualifications.** | |
| **J EXPECTED OUTPUTS/DELIVERABLES** | |
| |  |  |  |  | | --- | --- | --- | --- | | **Deliverable** | **%** | **Estimated Time to complete** | **Approval** | | 1 - Inception Report | 10 | One week after signing the contract – | International Project Scoping Consultant and the GCP Global Head | | 2 - Facilitation plan for the participatory System Analysis | 20 | Two weeks after signing contract – | International Project Scoping Consultant and GCP Global Head | | 3- Draft System Analysis report | 20 | Six weeks after signing contract – | International Project Scoping Consultant and GCP Global Head | | 4- Final System Analysis report | 20 | Seven weeks after signing contract – | International Project Scoping Consultant and GCP Global Head | | 5-Report on project proposal recommendations | 30 | Ten weeks after signing contract – | International Project Scoping Consultant and GCP Global Head | | Total | 100 |  |  | | |
| **K. RECOMMENDED PRESENTATION OF PROPOSAL AND OTHER RELEVANT INFORMATION** | |
| **Documentation to be submitted:**   * Applicants must submit a CV, indicating all past experience, Education/Qualifications, professional certifications and/or a duly completed and signed UNDP Personal History form (P11) to be downloaded from the link below; * **Applicants must submit an Implementation Plan and approach to assignment to be evaluated as part of their qualifications.** * Applicants must submit a duly completed and signed Annex II Offeror´s letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment to be downloaded from the UNDP procurement site.   The selected consultant will have the obligation to:  1. Before any travel, obtain the security permits for traveling to the countries where the services will be required. These permits may be obtained at www.undss.org.  2. Have the contract signed by the UNDP and the expert before starting the work and before starting any travel. If the expert travels and starts the work without having signed the contract, the work and travel will be at the expert’s own risk and responsibility.  3. All background compiled and deliverables produced by the expert are the property of the UNDP. The expert must obtain written permission from the UNDP to use all or part of the documents for any other consulting or work. | |
| **L. ANNEXES** | |
| N/A | |