

URBAN FUTURES PROGRAM
Terms of Reference for Consultancy
Global Planning Approach and Facilitation Consultant

Hivos

Hivos is an international non-governmental organization inspired by humanist values. Together with local organizations, Hivos seeks to contribute to a free, fair, and sustainable world in which citizens - women and men - have equal access to the resources and opportunities for their development. Hivos works in partnership with others in the Middle East, Africa, Asia, and Latin America on three impact areas: civic rights, gender equality, diversity and inclusion, and climate justice. Hivos believes in the creativity and capacity of individuals. For more information, see www.hivos.org.

In Hivos, global programs, or “multi-hub” programs, are implemented in more than one region and managed by multiple regional Hivos offices under the leadership of one of these implementing hubs. Urban Futures (UF) is such a multi-hub program.

Urban Futures Programme

Urban Futures: *Youth Action for inclusive, climate-resilient Cities* (UF) is a multi-hub program funded by Fondation Botnar, managed by Hivos (Hub LatAm) with Humanis (Indonesia) and the RUAF Global Partnership on Urban Agriculture and Food Systems (RUAF CIC), and local partners, networks, and experts. For 5-years (2023-2027), UF works at the intersection of urban food systems, youth well-being, and climate action. UF operates in ten intermediary cities/ city regions in Colombia: Cali and Medellin; Ecuador: Manabi-MANPANOR and Quito-Choco Region; Zambia: Chongwe and Kitwe; and Zimbabwe: Bulawayo and Mutare, and Indonesia, led by our global partner Yayasan Humanis dan Inovasi Sosial (Humanis), and operating in Bandung and West-Manggarai. These city regions vary in size and have in common that they are rapidly growing, connect metropolitan and rural areas or different groups of towns within urban systems, and manage flows of people, goods, capital, information, and knowledge. They each have a specific set of challenges and opportunities.

UF addresses innovative and inclusive food system approaches (multi-stakeholder involvement, city region food systems, climate-resilient cities) to improve access to sustainable, diverse, and nutritious food and ensure food security. Sustainable agriculture addresses the threat to livelihoods and food and nutrition security through crop failures resulting from climate impacts.

UF supports local partners and innovators, especially young people, in building more inclusive, climate-resilient urban food systems where youth (various age groups between 15 and 35) collaborate to voice their priorities, influence decisions, and seize opportunities in the food sector. We aim to achieve this through multi-stakeholder collaborations and locally-owned innovations. UF will establish inclusive structures that listen to partners while supporting flexibility, learning, and adaptive management.

From a gender and feminist approach, UF seeks to strengthen the feminist and transformational leadership capacity of youth groups, women’s networks, and CSOs to amplify their voices for inclusive rights and just food systems. They recognize that the socio-economic and political challenges they face are interlinked and, therefore, that the solutions to emerging challenges, such as the climate crisis, require an intersectional approach for the overall scaling of climate solutions, especially for youth and women.

At national, regional, and global levels, Hivos leads the design and implementation of a linking & learning strategy (including shared learnings and adaptive management that delivers impact); learning communities (country, regional, globally); and participatory/youth-led research and use this evidence to support advocacy interventions (*global + regional teams*). Also, it leads to the design of **learning journeys** for our partners to know each other beyond each region, generate trust, and encourage the exchange of experiences and information. The learning journey has a specific setting and goal proposed per year. It involves partners and Hivos visiting a

specific city region (led by the local partner or coalition) to learn about the implementation, context, and innovative solutions to reach the project objective.

A Theory of Change (**See Annex 1**) outlines the pathways of change in Urban Futures, leading to these objectives, and forms the basis for the technical approach. **Urban Futures focuses on three areas:**

- Influencing and supporting the development and implementation of transformative urban food policies through multi-stakeholder platforms and youth movements.
- Shaping new narratives reimagining inclusive, climate-resilient cities to inspire behavior change and influence consumption patterns.
- Enabling young sustainable food entrepreneurs to flourish and increase financial flows towards inclusive, climate-resilient cities.

These are underpinned by cross-cutting priorities on (i) linking and learning, (ii) gender equality and inclusion & (iii) technology and digitalization.

Through a citizen agency and rights-based approach, the program will provide dedicated support (funding, training, safe spaces, etc.) to facilitate young people and other groups to claim their rights and ensure equitable access to resources.

The project is finalizing its inception phase (January 2023 - April 2024), in which we seek to gain a deeper understanding of the food systems of the selected cities, with a particular focus on youth. This includes localizing the program framework (developing a city Theory of Change) and co-creating a City Strategic Plan with local partners and experts. In addition, the Program will identify key partners and lead actors operating in the urban food system space with whom we will collaborate. Hence, UF will co-define the strategies for urban food system transformation and the role of youth in this, which will form the basis for more detailed planning, budgeting, and definition of indicators, targets, and milestones for Years 2-5.

Partnerships

As the global fund and program manager, Hivos coordinates UF and is responsible for program delivery, strategic coherence, and reporting to Botnar. We work with key global partners: In Indonesia, Humanis is responsible for program delivery, strategic coherence, and reporting. The RUAF CIC supports the program with technical expertise on Urban Food Systems and innovative approaches to Food Systems Transformation.

Hivos seeks to promote and strengthen existing local social movements. Therefore, UF encouraged coalitions of local civil society, including formal and informal civil society organizations (CSOs), community-based organizations (CBOs), grassroots organizations, local food and climate action champions, Academia, etc., to join the project. Coalitions must include youth organizations among their partners, as they will be critical drivers of change. Hivos complements and amplifies these local experiences with linking and learning, advocacy, communication, and strategic coherence. For more information, see **Annex 2**.

The consultancy

We seek a person or team with the right experience and skills, especially in youth involvement. This person or team brings good and positive energy, can create a safe environment, and is responsible for upholding the values and principles of Urban Futures and translating them into practice. He/She/They is/are interested in ensuring ownership by local, youth, women, and rights-holder-led organizations and finding innovative and creative solutions to achieve objectives.

General Objective:

Update and establish a comprehensive and actionable decision-making and planning framework for the Urban Futures Program to promote collaboration, continuous improvement, knowledge sharing, and informed decision-making for the Hivos team and partners; and design and facilitate the Global Partners Workshop in Chongwe, Zambia, in May 2024 to support this effort.

Specific Objectives:

- Update and establish a comprehensive and actionable decision-making and planning framework for the Urban Futures project,
- Design and Facilitate the Global Partner Workshop in Zambia,
- Support the development of team building and conflict resolution procedures.

Main activities to be performed by the consultant:

To reduce the carbon footprint and maximize the efficiency of attendees' time and the project budget, we will seek to unite the planned activities in the smallest number of face-to-face meetings.

1. Starting activities

Activities	Outcomes	When?
1. Getting acquainted with the project and project staff, reviewing key documents, and presenting a detailed work plan for the consultancy. Develop a detailed plan for the consultancy.	Gain a comprehensive understanding of the project's goals, objectives, challenges, and stakeholder perspectives and agree on the focus of the work globally and with regions and partners. Develop recommendations for addressing the challenges identified in the analysis.	1-2 weeks after signing the contract

2. Support the Global Team in developing an inclusive, bottom-up planning approach at the regional and global level in coherence with the UF program objectives and the city-regions Framework revision, display, and standardization.

Activities	Outcomes	When?
2. Review all ten city indicator frameworks for completeness, clarity, mandatory indicators, and "SMARTness." Report inconsistencies and align with the global Theory of Change (ToC) for broader comparison. Build the global indicators (consolidated) framework with data groups, measurements, and instructions for monitoring.	10 indicator frameworks revised and standardized for format, completeness, and alignment with global ToC. Recommend actions for cities to improve indicator usage and alignment with the global ToC and build the global indicators framework.	April 2024.
3. Develop ToC templates for the city-region and Global (consolidated) levels based on Hivos and innovative tools like ToC 2.0 methodologies. Propose suggestions for improvement and a methodology proposal for the yearly review of the ToC.	The ToC has been refined to include data management, providing a clearer understanding of impact across all regions and a global objective for the UF Program. Contextual information is gathered to understand the use of indicators.	April 2024.
4. Develop a dashboard template (With Google Looker Studio) for data visualization, including key indicators, trends, and comparisons that reflect each city's ToC, City Strategy, and Food System. RUAF will provide examples for this activity, and the		

<p>consultant will review this proposal in coordination with RUAF.</p>		
<p>5. Collect the ToC from documents from all cities, analyze intermediate and long-term outcomes, and update the global ToC to be presented and validated during the global partners workshop in Zambia.</p>		<p>May 2024.</p>
<p>6. Develop standardized planning tools (Logical Framework and Annual Operational Plan) templates in Excel, including a step-by-step guide with clear examples on extracting activities, products, results, and mediums of verification from each city's ToC. Embrace interactive tools like online dashboards or collaborative platforms to build dynamic frameworks. Implement Pilot-test the methodology with at least two cities based on the WBS and refine it based on their feedback and experiences.</p>	<p>City-specific Log frames and AOPs tools are aligned with the global ToC and ready for implementation. Regular monitoring, data-driven decision-making, and clear KPIs ensure improved tracking of progress and impact, ultimately leading to a successful program and strengthened partnerships.</p>	<p>April 2024.</p>
<p>a. Co-organize virtual sessions with the Global DMEL and Indonesia MEL to present these tools' proposal, development, and final presentation.</p>	<p>The template will be documented in a user-friendly format with a small manual and shared with all staff and partners for feedback before finalization. It should include a dashboard template proposal (at least two proposals) with critical information (technical and financial).</p>	
<p>7. Update the Urban Futures project management methodology and templates. Design a workflow planning system for the implementation phase at regional and global levels, using a planning methodology and tools. Identify the technical and financial management needs of the regional and global teams and update the current planning tools in Excel accordingly, taking into account the current planning tools used by the team. Identify current workflows and challenges, divide implementation into stages with clear deliverables, identify technical and financial management needs, and enhance existing templates to reflect new workflow stages and metrics.</p>	<p>Enhance the productivity and results of the Urban Futures project, both at regional and global levels, by standardizing project management practices. This will be achieved by aligning methodologies and templates to ensure consistent and efficient execution. Considering the team's current practices, will ensure the methodology tailored to manage technical and financial resources specific to the project's needs effectively, mitigating potential risks associated with these aspects.</p>	<p>April - August 2024.</p>

<p>a. Support the three regional and global Hivos teams in updating the 2024 work plan and developing their yearly plans for 2025 in the new templates. Capacity building of the Global DMEL and 3 Regional officers in creating the yearly plan and subsequent monitoring. Each plan should be linked with the City Specific Theory of Change (ToC), including log frames and AOPs, and clearly define objectives, indicators, and milestones. Plans should include the assigned budget, responsible parties, and realistic implementation timeframes and mechanisms for the regional Hivos teams. We also request that the consultant propose innovative methodologies such as OKR or others to accomplish this task.</p> <p>Coordinate virtual sessions with regional and global teams for the 2025 global annual planning.</p>	<p>Workplan 2025 consensus among Global, Regional Hivos teams and partners. The 2025 work plan must consider the milestones 2024-2027 agreed during the Global Partner’s meeting. The Global DMEL and 3 Regional teams have undergone capacity building to create their annual plan. Modernize and improve existing Excel-based planning tools to better support the updated methodology, workflow system, and identified technical/financial needs.</p>	<p>May-September 2024.</p>
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3. Organize and facilitate the first Global Partner’s workshop in Zambia - May 2024

Activities	Outcomes	When?
General coordination of the event.		
<p>8. Convene, coordinate, and participate in general coordination meetings with the team involved (Hivos team, consultants and suppliers associated with the event, co-organizers, and UF partners, among others). whenever necessary. Be responsible for and follow up daily on the fulfillment of the work plan</p>	<p>Successfully coordinating the execution of the event through communication, collaboration, and timely follow-up with all involved parties.</p>	<p>March - May 2024.</p>
Definition of the methodology, agenda, supporting documents, and setting up prep partner meetings.		
<p>9. Design the learning journey with partners coordinating with the SAF team and partners from the Chongwe City region. Throughout the journey, incorporate short team-building games among the Hivos team and partners (e.g., icebreakers, quick problem-solving tasks) to encourage</p>	<p>To promote collaboration and communication among diverse young participants, develop problem-solving and critical thinking skills through a simulated global field activity, emphasizing innovative and collaborative solutions to address world issues. Short games</p>	<p>March -May 2024.</p>

<p>communication and collaboration within and between pairs.</p>	<p>encourage communication and collaboration within and between teams.</p>	
<p>10. Design an engaging and interactive workshop agenda, presentation materials, and facilitation guides (concept note; guidelines for participants and facilitators, translation team coordinated (Hivos will hire this team independently, among others), with roles and topics to cover the required themes (articulation, annual planning, the definition of strategies, etc.)¹</p> <p>The proposal should be centered around youth and an innovative and interactive agenda. Design content that resonates with the youth audience, empowering them to articulate their needs and aspirations through art, gamification, role-playing, and digital tools. Please take into account the following points to consider:</p> <p><i>Employ engaging visuals like infographics, live illustrations, or interactive presentations to enhance understanding and retention of information.</i></p> <p><i>Foster a safe and inclusive space where young people feel comfortable contributing their ideas and perspectives. Support Hivos in selecting and arranging the physical location of the event (Hivos will cover the cost of all necessary materials, equipment, and other items required for the event).</i></p> <p><i>Encourage active participation through open discussions, Q&A sessions, polls, live quizzes, collaborative activities, and networking sessions.</i></p> <p>Validate the proposed agenda and methodology with the co-organizers (SAF team and selected local partners).</p>	<p>The goal is to create a more informed, motivated, and collaborative group ready to tackle the discussed themes, leading to positive outcomes in articulation, annual planning, and strategic implementation with youth-leading action. The agenda shall contain the following points:</p> <p>The consultants will arrive two days before the event to finalize details, prepare spaces, and arrange meeting places.</p> <p>May 6-7: Learning Journey in Chongwe and Lusaka, identify common topics and team-building activities.</p> <p>May 8-10: workshop with the following objectives:</p> <ul style="list-style-type: none"> • Networking and teamwork improvement. How do we build a global interconnected program? • Global work plan 2024 and milestones (until the end of the year & program 2024-2027) revision • City strategies sharing and joint opportunities. • Strategies discussion and implementation process: M&E - L&L - COMMS - Advocacy - Gender and Youth – Financial and Administrative issues and opportunities • Partner’s spotlight. • Linking and learning in 2024-2025 - Global events participation. 	<p>March -May 2024.</p>

¹ Hivos staff (global & regions), lead partners, and youth champions (around 30-40 people) will participate in this workshop. In preparation for this important meeting, a cycle of virtual work sessions will be developed to review the documents and processes to be agreed upon, and the first agreements will be reached.

<p>11. Develop and facilitate engaging virtual sessions (at least 3) before the event that prepare participants for the face-to-face workshop and gather input for workshop discussions. Adapt the agenda based on their suggestions and cultural considerations and highlight the focus on youth participation and engagement throughout the process.</p>	<p>Achieve consensus and allow participants to prepare for the in-person session.</p>	<p>April-May 2024.</p>
<p>Preparation, facilitation and registry during the event.</p>		
<p>12. Arrange the workshop location and visit the area where the learning journey will occur at least two days before the event. The Hivos Global and SAF team will be in Zambia to join the consultant during these preparations.</p>		<p>May 4-10, 2024</p>
<p>13. Lead, facilitate and fulfill the event agenda ensuring all the activities and interventions are considered and objectives are achieved.</p> <p>The Hivos teams (Global and regional) will support the consultants in co-facilitating working groups and note-taking. The consulting team could use this record to systematize the data after the event. <i>Hivos will hire an audiovisual team to record the sessions and highlight the main activities in coordination with the consultants and communications team.</i></p>	<p>The ultimate goal is to achieve consensus on the global Theory of Change, main strategies for Youth and Gender, Monitoring and Evaluation, Learning and Leadership, and Communications, as well as the governance model, strategic planning, revised regional and global project 2024 work plans, and milestones for years 2-5.</p>	<p>May 6-10, 2024</p>
<p>14. Produce a detailed technical report that documents the event's results in an organized manner, including the agenda, learning journey, workshop development, presentation content, challenges and opportunities, recommendations and agreements, and conclusions. Also, include relevant documents, attendance lists, photographs, and maps of the city region (if available). This report will be published digitally.</p> <p>i) an adequate executive summary,</p>	<p>To create a comprehensive and accessible digital report that effectively captures and disseminates the essential findings and outcomes of the event. Agreements reached in the virtual and in-person sessions related to the main deliveries (ToC, strategies, governance, planning, etc.) are fulfilled.</p>	<p>May-June 2024.</p>

ii) the global theory of change and milestones agreed upon for 2024-2027 iii) the agreed workplan and milestones of the UF strategies validated (LL-M&E-Advocacy-Comms), iv) lessons learned from the learning journey, v) Identification of opportunities according to the lessons learned from partners. vi) Provide Hivos with crucial information (summarize the event's key learnings and outcomes) to allow us to develop social media posts, blog articles, or video recaps.		
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4. Support a framework and tools for Team building and conflict resolution.

Activities	Expected Outcomes	When?
15. Conduct a conflict assessment with the regional and global teams.	Identify potential conflict risks and develop mitigation strategies. Some of these inputs will help devise team-building activities for activity 10.	April-May 2024.
16. Update the project manual accordingly, including the conflict resolution mechanism and recommendations.	Strengthen the sense of belonging to the project, bridging geographical distances, communication styles, and cultures, and providing tools to strengthen internal communication and effective and enjoyable work virtually.	May-September 2024.
17. Prepare a training workshop for the team (Global and Regional) and conduct one/two online sessions (as needed). Hivos will use these sessions to explain the Project Manual to the team.		

Product schedule and delivery

• **Duration of the assignment**

The estimated duration of the consultancy will be from **March 15th until September 30th, 2024.**

The assignment is for seven months, with the option of extending the term of support and monitoring of this process until the end of the project (December 2027).

• **Product delivery**

Activity	Product
1. Getting acquainted with the project and project staff, reviewing key documents, and presenting a detailed work plan for the consultancy. Develop a detailed plan for the consultancy.	Detailed work plan for the consultancy.

<p>2. Review all ten city indicator frameworks for completeness, clarity, mandatory indicators, and "SMARTness." Report inconsistencies and align with the global Theory of Change (ToC) for broader comparison. Build the global indicators (consolidated) framework with data groups, measurements, and instructions for monitoring.</p>	<p>A consolidated report highlighting inconsistencies and alignment of the 10 IFs with the global Theory of Change (ToC). The Framework Template was updated to highlight mandatory and optional indicators, definitions, calculations, and data sources.</p>
<p>3. Develop ToC templates for the city-region and Global (consolidated) levels based on Hivos and innovative tools like ToC 2.0 methodologies.</p>	<p>Standardized ToC templates for cities and global levels, incorporating Hivos and innovative methodologies like ToC 2.0 with data management.</p>
<p>4. Develop a dashboard template (With Google Looker Studio) for data visualization, including key indicators, trends, and comparisons that reflect each city's ToC, City Strategy, and Food System.</p>	<p>The interactive dashboard template is customizable by cities to visualize their indicator data and relevant food systems information. Summarize insights from city representatives (surveys) on indicator usage and critical food system data to display and share in the dashboards.</p>
<p>5. Collect the ToC from documents from all cities, analyze intermediate and long-term outcomes, and update the global ToC.</p>	<p>Integrated global ToC document encompassing intermediate and long-term outcomes from the 10 city-level ToCs. Support the Hivos team in the visual representation of the ToC.</p>
<p>6. Develop standardized planning tools (Logical Framework and Annual Operational Plan) templates in Excel, including a step-by-step guide with clear examples on extracting activities, products, results, and mediums of verification from each city's ToC.</p>	<p>A Set of Excel templates for Logical Frameworks and Annual Operational Plans with step-by-step guides and examples for extracting activities, products, results, and verification methods. Proposal, development, and final presentation of the developed tools for Global DMEL and Indonesia MEL.</p>
<p>7. Update the Urban Futures project management methodology and templates. Design a workflow planning system for the implementation phase at regional and global levels, using a planning methodology and tools.</p>	<p>The templates are documented in a user-friendly format with a cohesive manual and shared with all staff and partners for feedback before finalization. Design templates adaptable to various project types and scales and ensure consistency across regional and global teams. Three regional and one global yearly plan for 2024 updated and co-developed the 2025 yearly plan with the teams, aligned with the City ToCs, objectives, indicators, milestones, budgets, responsible parties, and implementation timelines.</p>
<p>8. Convene, coordinate, and participate in general coordination meetings with the team involved.</p>	<p>The plan for the workshop has been reviewed and will be followed up throughout the event.</p>
<p>9. Design the learning journey with partners coordinating with the SAF team and partners from the Chongwe City region.</p>	<p>A designed learning journey with team-building games is carried out by all participants.</p>

10. Design an engaging and interactive workshop agenda, presentation materials, and facilitation guides (concept note; guidelines for participants and facilitators, translation team coordinated).	Event agenda and related documents (concept note, participant guidelines, presentations and activities with clear and youth-focused visuals, activities facilitator guidelines, translation team guidelines, etc.)
11. Develop and facilitate engaging virtual sessions (at least 3) before the event that prepare participants for the face-to-face workshop and gather input for workshop discussions. Adapt the agenda based on their suggestions and cultural considerations and highlight the focus on youth participation and engagement throughout the process.	Recordings of at least three virtual sessions held before the workshop. Updated workshop agenda based on participant suggestions and cultural considerations. Agreements reached, memoirs, murals, documents, etc.
12. Arrange the workshop location and visit the area where the learning journey will occur at least two days before the event.	The location was arranged, and all materials and equipment were accounted for with the Hivos team's support.
13. Lead and fulfill the event agenda, with Hivos teams supporting co-facilitating working groups and note-taking. The consulting team can use this record to systematize data later. Hivos will hire an audiovisual team to record sessions and highlight main activities in coordination with consultants and the communications team.	Complete agenda, working group notes capturing critical discussions, and systematized data for further analysis. Additionally, audiovisual recordings will document the event, and an event report summarizing the proceedings, outcomes, and next steps might be compiled from the collected information.
14. Produce a detailed technical report that documents the event's results in an organized manner, including the agenda, learning journey, workshop development, presentation content, challenges and opportunities, recommendations and agreements, and conclusions.	One consolidated report validated by the Hivos' teams and selected partners with photographs, maps of the city region (where presented by the local partners), presentation files, attendance lists, and other relevant documents. This document will be published in digital format later.
15. Conduct a conflict assessment with the regional and global teams.	An actionable plan for addressing conflict with an analysis of conflict dynamics and recommendations for conflict resolution.
16. Update the project manual accordingly, including the conflict resolution mechanism and recommendations.	The manual establishes a conflict resolution mechanism for addressing any disagreements within the team.
17. Prepare a training workshop for the team (Global and Regional) and conduct one/two online sessions (as needed). Hivos will use these sessions to explain the Project Manual to the team.	Training workshop (s) held for the global and regional teams to ensure everyone is on the same page and equipped with the necessary knowledge about conflict management.

Note: The consultant may propose reorganizing or adapting the products and activities to be developed as long as they fall within the planned period of the budget and are accepted by Hivos.

Payment scheme

The total cost of the consultancy will be EUR 45,000.00².

Disbursements will be made according to the following suggested payment scheme:

N°	Product required for payment	Percentage (%)
1	At the time of signing the contract (March)	30%
2	Before the global event in Zambia (May)	30%
3	With the planning 2025 proposal (July)	25%
4	Final report and deliverables (September)	15%

Supervision and Coordination

The Global Technical Consultant Team (from now on, “the Consultant”) will be hired by the Hivos Global Team (GT). They will work under the supervision of the Design, Monitoring, Evaluation, and Learning Coordinator (DMEL) - Programme Manager (PM) based in Quito, Ecuador. The Consultant will work closely with the staff of the Global Team, the Regional Coordinators (RCs), the regional Linking, Learning, & Communications Officers (LLCO), and the lead partners from each city (virtually).

Hivos and Humanis will facilitate access to all relevant information and communication with partners and other key stakeholders so that the consultant can generate the defined products.

Hivos will provide simultaneous translation services in the main project languages (English, Spanish, Bahasa) at all critical project meetings and during the workshop. In internal meetings with Hivos and the main partners, using English (and Spanish if handled by the Consultant) will be the priority.

Required profile

- The lead for this job must have specialization and expertise in strategic planning, project management methodologies, workflow planning, adapting existing systems, creating and designing strategies, youth engagement, and facilitating participatory processes. They should also have an understanding or knowledge of Food and Agriculture work.
- The lead must have at least eight years of experience coordinating and facilitating organizational, evaluation, and participatory planning workshops, emphasizing a multi-stakeholder approach to regional and international cooperation projects. They should have expertise in designing engaging and interactive workshops for youth audiences and knowledge of youth empowerment techniques and methodologies like gamification and art integration.
- The lead should have at least three years' experience coordinating processes and facilitating virtual or mixed modality organizational planning and evaluation workshops. They should also have experience in data management, innovative tools, and methodologies.
- Previous and demonstrable experience in developing operational plans for international projects is required. Experience in youth, feminism, food systems, climate justice, and resilient cities would be an asset. The lead should have expertise in conducting conflict assessments and designing appropriate resolution mechanisms and should be a good communicator, passionate, with strong interpersonal skills and natural empathy.

² The budget proposal is an all cost included.

- The lead must have excellent facilitation skills, ability to create a safe and inclusive space for diverse perspectives, and experience in fostering active participation. They should have the analytical ability to work with different social contexts and methodological adaptation.
- The lead should be able to establish productive and innovative collaborations, even between organizations, groups, and people who may not always work together. Previous experience in facilitating spaces with youth and women's leadership is required. One person from the team is required to lead this component.
- Innovative methodologies and dynamics for a young and multicultural audience will be positively valued. Experience and ability to design and develop educational and engaging materials for youth is a must. The lead should be flexible and open to frequent changes to meet local members' and youth's needs and feelings.
- Since this is a global program, a high degree of scheduling flexibility is required. The lead must have excellent writing, synthesizing, and reflective/analytical skills, as well as proficiency in Microsoft Excel and other planning tools.
- They should have demonstrated interpersonal and networking skills in a multicultural context, excellent organizational capacity to lead strategic and technical aspects associated with administrative and financial issues, and the ability and proactivity to work as a team, handle complex situations, and anticipate solutions.
- Residence or experience facilitating workshops in the countries where the project is implemented is a plus. Availability to travel to remote places with other languages and cultures is necessary. A multidisciplinary consulting team representative of the regions, ages, and gender diversity considered in the project will be a plus.
- Excellent spoken and written English is required. Knowledge of Spanish, Bahasa, and other local languages is a plus. The lead should also believe in Hivos values and be accountable to them.

Contracting modality

Consulting services

Other costs

The budget for consulting services does not include additional expenses other than professional fees. The project will assume travel costs associated with the activities, so they should not be included in the budget. The Consultant must assume the payments of taxes and bank charges for transfers.

Intellectual property

Rights and other proprietary rights, including without limitation patents, copyrights, and trademarks concerning products or documents and other materials that have a direct relationship to or are produced, prepared, or obtained as a result of or in the course of this consultancy, are owned by Hivos and Humanis.

Confidentiality

The Consultant undertakes to keep the confidentiality of the content of all information and documentation to which they have access, keeping it private, which cannot be extracted from the institution, much less disclosed in whole or in part and at the end of the work. Likewise, the final files must be delivered digitally with all the annexes, tools, and other documents pertinent to the consultancy.

Conditions of the contract:

The consulting contract will be performed under the procedures and legal regulations of Costa Rica. Hivos' regional office for Latin America and the Caribbean is in this country. Therefore, tax and taxable issues will be handled from that office. Although the product will not be used directly in this country.

Principles and values

The Consultant is expected to demonstrate a high ethical and professional commitment to carry out the process guided by humanist values within the framework of human rights, with respect, confidentiality, and sensitivity towards the populations and organizations with which he/she will work, especially youth, women and

indigenous peoples. It must implement an approach based on human rights, inclusion and diversity, the participation of the most vulnerable people, and the transformation of gender norms and roles.

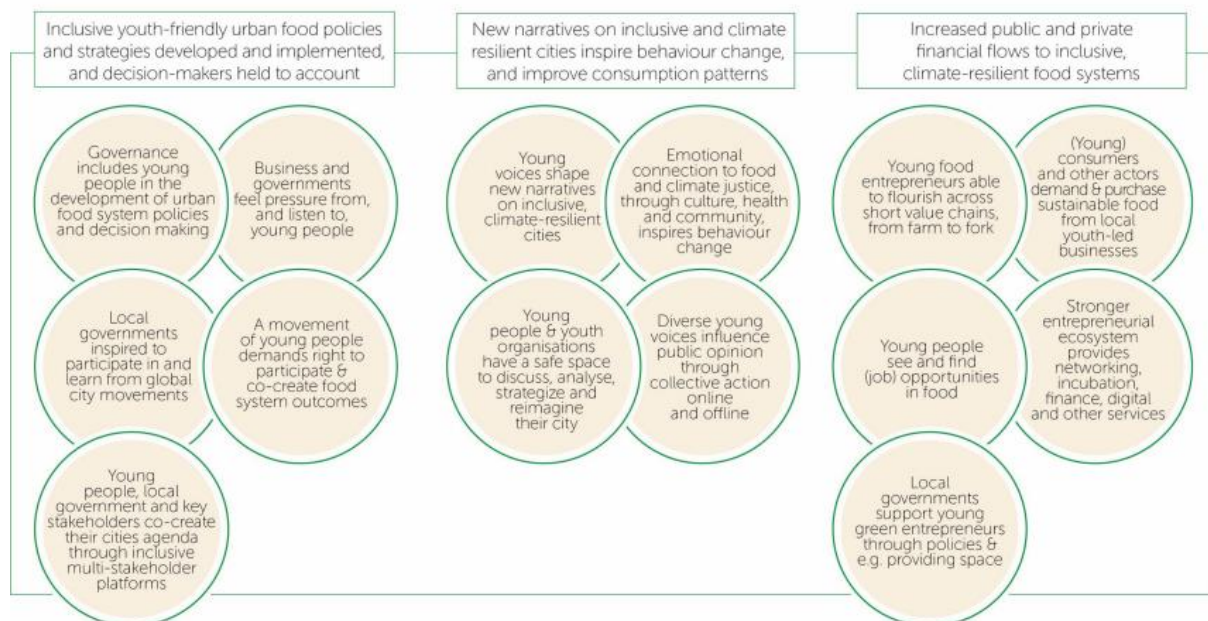
Requirements and submission

- **CV/Resume** demonstrating relevant experience of all individuals in the team, their role and responsibility in the consultancy, and indicate the person who will coordinate the team. **Portfolio** of previous work, expertise description, and a detailed work plan/strategy of proposed expected deliverables.
- **Technical proposal.** The document in question is not a copy of the Terms of Reference (ToR). Rather, it should outline the methodologies, tools, and work proposals that the Consultant intends to use to achieve the objectives. This document must contain a work plan covering the entire contract period along with a comprehensive timeline. The Consultant will describe the methodology (ies) to be used in a clear and precise manner and indicate who they will be coordinating with, as well as the procedures, tools, and parameters necessary to carry out all the activities required to produce the expected results.
- **A budget breakdown,** including the consultant’s participation in the global event in Zambia - arriving at least three days before the event to prepare the setting and plan with partners - (The budget should include travel tickets, visa processes, meals (dinner), and accommodation) Meals during the event will be covered by Hivos for all participants. The budget must indicate the total value of the professional services (in euros) in figures and letters. The VAT amount (if applicable) must be specified and included in the final budget. The Consultant must comply fully with the additional regulations in their taxing countries.
- **Letter of interest:** one pager.
- **Three references** (within 2019-2023), preferably related to aspects of this consultancy.

Please submit your proposals and the above documentation to mvalencia@hivos.org by **March 15th before 17:00 ECT. Proposals sent after the deadline will not be considered.**

Annex 1. UF ToC

LONG-TERM OUTCOMES & PATHWAYS OF CHANGE:



Annex 2. Partnership roles and organizations

HIVOS AMERICA LATINA
 300 este, 200 sur y 50 este
 de Plaza Mayor
 Rohrmoser, Pavas

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 Costa Rica

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Hivos is also responsible for:

- Fund management: assures compliance, monitoring and accountability.
- Support partners on L&L, M&E, global advocacy and communications.
- Facilitate with partners, co-design of local strategies and coalitions, including multi-stakeholder platforms for inclusive, impactful change processes.
- Hivos will provide capacity building, training and technical assistance based on partner needs.
- Supports local ownership, and integration of capacity building and learning (including M&E) in partner activities and budgets. Inception phase to co-create with partners & young people, and participatory M&M and learning.
- Lead efforts to secure co-funding for scale and replication.

Local partners will facilitate the co-design of city local strategies and coalitions, including multi-stakeholder platforms for inclusive, impactful change processes, document and advocate for local solutions, linking and strengthening existing social and grassroots movements around inclusive food systems and climate action. Implementation will be led by local partners in each city, supported by Hivos, Humanis, and RUAF CIC. Local partners will coordinate with Hivos the M&E of the project, and the co-development of the Theory of Change, reporting and learning agenda in the country, supporting the regional M&E mechanisms implemented by Hivos. Local partners are also expected to participate in international virtual and face-to-face events and communities of practice.

Our partners in LA region are:

- [Fundación SIDOC](#) (Cali, Colombia)
- [Fundación Mi Sangre](#) (Medellín, Colombia)
- Fundación para los Emprendimientos Gastronómicos y las Oportunidades Sostenibles, [Fuegos](#) (MANPANOR, Ecuador)
- [Fundación Imaymana](#) (Quito-Chocó, Ecuador)

In SAF:

- [Bulawayo Vendors and Traders Association](#) (lead), Green Hut Trust, African Food Revolution, Lupane State University and Unemployed and Vulnerable Foundation Trust (Bulawayo, Zimbabwe).
- [Green Governance Zimbabwe Trust](#) (Mutare, Zimbabwe)
- [Copperbelt Health Education Project](#) (Kitwe, Zambia)
- [Consumer Unity and Trust Society International](#) (lead), Global Network Solutions (GNS) (Chongwe, Zambia)

In Indonesia:

- [Yayasan Keanekaragaman Hayati Indonesia](#), Kehati (lead), Koalisi Rakyat Untuk Kedaulatan Pangan (KRKP) and Yayasan Komodo Indonesia Lestari (YAKINES).
- [Yayasan Remaja Indonesia Sehat](#), RISE Foundation (lead), Yayasan Cakrawala Kesehatan - Frontiers for Health Foundation (F2H), Yayasan Sekretariat Masyarakat Anak (SEMAK), and Yayasan Cahaya Inklusi Indonesia.
- [Perkumpulan Pamflet Generasi](#), PAMFLET (lead) and PT Rombak Pola Pikir Media.
- [Asosiasi Pendamping Perempuan Usaha Kecil Mikro](#), ASPPUK (lead) and Yayasan Alifa