

# MIDTERM STRATEGIC REFLECTION EXERCISE TERMS OF REFERENCE

## (SHORT TERM CONSULTANCY)

### I. General information

<b>Title of the assignment</b>	Midterm Strategic Reflection Exercise
<b>Name of the project</b>	Green Policy Dialogue Facility (GPDF)
<b>Country</b>	Sri Lanka
<b>Deadline for submission</b>	07 September 2025 at 11:59pm (Paris time - UTC/GMT +01:00).

### II. Context

#### 1) Expertise France

Expertise France is the France's public agency and interministerial actor in charge of international technical cooperation, the second-largest in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs).

For more information: [www.expertisefrance.fr](http://www.expertisefrance.fr)

#### 2) European Union Delegation to Sri Lanka and the Maldives

The European Union (EU) Delegation to Sri Lanka and the Maldives is the funding partner of the EU Green Recovery Facility<sup>1</sup>. Cooperation between the EU and Sri Lanka is based on the partners' mutual respect for democratic principles and human rights and covers a number of key areas of cooperation, including; diversification of trade and investment; networking between EU and Sri Lankan business communities; strengthening technical, economic and cultural linkages and providing technical assistance to Sri Lanka to interact more effectively with the EU; supporting Sri Lanka's efforts to improve the living conditions of the poorer sections of the population; green recovery, environmental protection and sustainable management of natural resources.

As part of the Global Gateway Initiative, the EU Green Recovery Facility is part of a series of EU funded initiatives to be rolled out between 2021 and 2027 under the Team Europe Initiative (TEI) "Green Recovery", which will mainly focus on green economic recovery and on valuing and protecting Sri Lanka's rich biodiversity.

<sup>1</sup> "EU Green Recovery Facility" is the "brand name" of the Green Policy Dialogue Facility (GPDF) initiative.

For more information, please visit the website: [https://www.eeas.europa.eu/delegations/sri-lanka\\_en?s=238](https://www.eeas.europa.eu/delegations/sri-lanka_en?s=238)

### 3) EU Green Recovery Facility

The Facility is a four-year intervention funded by the EU. It uses the current economic crisis as an opportunity to support Sri Lanka towards a more sustainable growth trajectory. The ultimate goal entails achieving an economy that is circular, carbon neutral, and socially inclusive; which, not only, is more respectful of biodiversity resources and socio-economic/demographic context, but would also provide much needed macroeconomic stability.

In this context, the Facility harnesses policy experiences and knowledge from the EU (e.g. the European Green Deal), along with national and regional ones, to contribute to the green recovery (medium term) and transition (long term) of the Sri Lankan economy and society.

The Facility more specifically:

- **SO1:** Supports the development and implementation of inclusive national green, blue and sustainable public policies, with participation of women and men in all their diversity.
- **SO2:** Improves the business and investment climate in view of promoting an inclusive circular economy.
- **SO3:** Increases accessibility and availability of green and sustainable finance.

The primary direct beneficiaries of the Facility are public institutions, particularly the Ministry of Environment and the Ministry of Finance, as well as government institutions working closely with SMEs. Other direct beneficiaries include the private sector, financial institutions, and civil society.

## III. Objectives and desired results

### 1) Objectives of the Consultancy

In mid-2025, the EU Green Recovery Facility has reached its halfway point after two years of implementation. This marks a pivotal moment to take a step back, critically assess progress to date, and extract lessons that can inform strategic and operational decisions for the remaining duration of the project.

This mid-term strategic reflection exercise is intended to be formative in nature, offering the team a structured opportunity to evaluate achievements, challenges and approaches so far. The insights generated should support continuous learning and improvement, and strengthen the Facility's implementation moving forward.

### 2) Specific objectives of the Consultancy

The consultancy will support the coordination team in designing, facilitating and documenting an internal **“Pause and reflect” workshop** scheduled for **October 2025**. The consultant will

bring an external perspective and methodological expertise to guide the team through both retrospective and prospective reflection.

The consultancy should help the team:

**Retrospectively reflect on the project's first half**, including:

- What has been implemented and achieved so far;
- Which practices and approaches have proven effective, relevant and efficient;
- What could have been approached differently;
- What challenges, obstacles or constraints have affected implementation, and how the team and partners responded;
- What contextual changes have occurred (political, institutional, environmental, etc.), and how these have shaped project implementation;
- How collaboration with partners has been and evolved and the extent of stakeholder engagement.

**Prospectively consider the second half of the project**, focusing on:

- Emerging or anticipated risks and how to mitigate them;
- Strategic or operational adaptations to strengthen implementation;
- Ways to reinforce stakeholder engagement, collaboration and coordination mechanisms – including stakeholder feedback mechanisms;
- Potential shifts in project emphasis or approach to improve outcomes;
- What objectives should the capitalisation of the project have, and what elements in the project are worth analysing and documenting.

All these questions should span various dimensions of the project, including planning, implementation, monitoring, coordination and stakeholder involvement.

These discussions are expected to inform:

1. **Strategic and operational decisions:** lessons drawn from the reflection will guide the team in identifying potential adjustments to how the project is managed and implemented during its second phase.
2. **Reinforcement of the project intervention logic:** while the set of actions is fixed through the end of the project, the reflection should help clarify the expected results and change pathways. This may lead to adjustments in the monitoring framework (e.g. refining indicators or integrating new dimensions of change).
3. **Modus Operandi of the Project Team:** through discussions, the consultant will facilitate a clearer understanding among team members of their own responsibilities as well as those of their colleagues. These exchanges will promote better alignment within the team, and where applicable, insights gained may lead to adjustments in internal processes or organizational structures to improve coordination and enhance overall efficiency.
4. **Organisational learning and capitalisation:** insights from the workshop will feed into a learning process that supports institutional memory and learning-sharing, and will serve as the basis for a capitalisation document to be finalised at the end of the project.
5. **Development of a capitalisation strategy:** the consultant will support the team in designing a capitalisation strategy for the project that goes beyond documentation. This strategy should address how learning can be consolidated, communicated and transferred, both in terms of project management/engineering and the thematic or sectoral dimensions of the Facility's work.

### 3) Contributors and intended users

The contributors of this “stop and reflect” workshop are Expertise France coordination team members (10 people). They will be the main users of consultancy outputs.

## IV. Methodology and approach

The consultant is expected to provide a methodology that fosters critical thinking, active participation, and collective learning, while ensuring that workshop outcomes are actionable, clearly documented and usable by the team throughout the second half of the project.

A detailed methodology will be outlined in an **inception note**, to be developed after a review of key project documents and a kick-off meeting.

For the consultancy to be effective, the consultant will be expected to:

- Succeed in creating a **climate of trust and exchange** in which team members feel comfortable expressing their views, challenges and experiences as regards to project implementation;
- Create a **participatory dynamic** in which reflections and lessons are collectively discussed, validated and prioritised by the team;
- Translate the workshop outcomes into **usable, transferable** formats, enabling the team to apply the insights in ongoing project implementation and organisational learning.

The tasks of the consultant will consist of the following steps:

- Inception phase: documentation review and kick-off meeting that should lead to the development of an inception note. This note will include the plan for the workshop and details on the facilitation techniques and materials to be used.
- Workshop: it will be held in Colombo in October. The consultant will be in charge of facilitating, with the support of the Project Manager. The consultant can have recourse to a note taker, in his or her charge; the team can assist in identifying a suitable person locally.
- Learning and restitution phase: the consultant will produce the deliverables based on the content and outcomes of the workshop. He or she will present these outputs with the project team to ensure collective ownership, validation and clarity on the next steps.

## VI. Deliverables

The consultant is expected to provide the following deliverables:

Deliverable	Description	Indicative # of pages	Submission date
<b>Deliverable 1 - Inception note</b>	This note should describe: <ul style="list-style-type: none"> <li>○ Context and project description,</li> <li>○ Rational and objectives of the consultancy,</li> </ul>	<15 pages	T0* + 1

	<ul style="list-style-type: none"> <li>○ Detailed learning methodology, workshop outline and facilitation techniques,</li> <li>○ Detailed format and dissemination strategy,</li> <li>○ Calendar</li> </ul>		
<b>Deliverable 2 - Workshop material</b>	Any material developed for the workshop: Powerpoint presentation, team work material, etc.	/	T0 + 3 weeks
<b>Deliverable 3 - Minutes of the workshop</b>	/	/	T0 + 6 weeks
<b>Deliverable 4 - Recommendations follow-up table</b>	Consensual learnings and recommendations compiled into an action plan with completion or delivery dates and persons responsible when relevant	/	T0 + 8 weeks
<b>Deliverable 5 - Reviewed logic of intervention or Theory of change</b>	Integration of adjustments on the expected changes to be generated by the Facility, conditions for success and hindering factors. The consultant will also suggest adjustments to the monitoring plan.	/	T0 + 13 weeks
<b>Deliverable 6 - Capitalisation form</b>	The capitalisation form should include: <ul style="list-style-type: none"> <li>○ Project timeline</li> <li>○ A description of the GPDF project objectives,</li> <li>○ A description of GPDF project results to date,</li> <li>○ Stakeholder mapping and description of stakeholder engagement,</li> <li>○ Main successes,</li> <li>○ Difficulties encountered and solutions found,</li> <li>○ Main lessons learned and/or elements to be continued/replicated and/or elements to be adjusted/avoided in the future.</li> </ul>	<20 pages	T0 + 15 weeks
<b>Deliverable 8 - Capitalisation strategy</b>	The capitalisation/learning strategy should describe the following sections: <ul style="list-style-type: none"> <li>○ Capitalisation objective(s)</li> <li>○ Capitalisation targets</li> <li>○ Learning questions to be addressed</li> <li>○ Capitalisation contributors</li> <li>○ Deliverables</li> <li>○ Timeline and resources</li> <li>○ Dissemination strategy</li> </ul>	<12 pages	T0 + 17 weeks

\*T0 = contract award date

## VII.Consultancy organisation



## 1) Coordination

The mid-term project review mission will be overseen by a steering group made up of two members: **the Project Manager** and Junior Project Officer. The MEAL Coordinator based at Expertise France headquarters will also support when relevant.

The steering group responsibilities include:

- Ensuring that the consultant has full access to relevant project documents and data sources;
- Advising and orienting the choices made regarding the project review and capitalisation;
- Coordinating the planning and organisation of meetings and workshop;
- Reviewing and approving workshop agendas and data collection tools proposed by the consultant;
- Ensuring the monitoring and implementation of recommendations as shown in the recommendations tracking table;
- Consolidating and coordinating feedback on all deliverables submitted by the consultant;
- Validating the deliverables;
- Ensuring the good implementation of the dissemination and ownership of learning deliverables.

## 2) Field Missions

The workshop will take place in Colombo. Traveling is the responsibility of the consultant (these costs should be included in the financial offer). The team will organise the logistics of the event: location, catering and invitations.

Activities	Indicative # days	Location
Kick-off meeting	1	Remote
Documentary review & workshop preparation	7	Remote
Workshop facilitation, minutes and recommendations	5	Colombo
Logic of intervention revision	2	Remote
Capitalisation form	4	Remote
Capitalisation & dissemination strategy	3	Remote

## VIII. REQUIRED EXPERTISE AND PROFILES

The offer is open to individual consultants.

### Education and Skills

- The consultant should have a degree in Degree in Business Administration, Political Science, Engineering, and/or Project Management;
- Full professional proficiency in English, with excellent oral and written command.

- Full professional proficiency in Sinhalese, with excellent oral and written command, is an asset.
- Excellent writing skills with the ability to present complex technical information in a clear, structured, and precise manner.

### **Professional Experience**

- Confirmed experience in the field of capitalisation and knowledge management;
- Confirmed experience in designing and facilitating collective intelligence, project review and learning workshops;
- Proven experience working on EU projects, and strong knowledge of EU initiatives (Global Gateway Strategy etc.);
- Experience and knowledge of Sri Lanka's environmental, political and economic context is a strong asset;

## **IX. Application modalities**

**Form of contract:** Service contract

**Submission deadline:** 07 September 2025 at 11:59pm (Paris time - UTC/GMT +01:00).

### **Bid composition:**

- Application form;
- Sworn statement regarding the exclusion of conflict of interest;
- A technical offer, including:
  - Detailed résumé including 3 non-related references;
  - Short note of understanding of the context and issues (1 page maximum; font : Calibri ; font size : 11 ; line spacing : 1.15 ; margins : 2 cm);
  - Methodology (5 pages maximum; font: Calibri; font size: 11; line spacing: 1.15; margins: 2 cm);
  - Work plan and workflow;
- A financial offer including the mission(s) in Sri Lanka and all necessary costs (based on the budget template provided);

**Incomplete bids will not be considered.**