

TERMS OF REFERENCE

CAPACITY-BUILDING ON EUROPEAN UNION DEFORESTATION REGULATION (EUDR) OF RUBBER SECTOR IN SRI LANKA

I. General information

Title of the assignment	Capacity-building on European Union Deforestation Regulation (EUDR) of Rubber Sector in Sri Lanka
Name of the project	Green Policy Dialogue Facility (GPDF)
Country	Sri Lanka
Deadline for submission	22 September 2025 (11:59am - Paris time - UTC/GMT +02:00)

II. Context and justification of the need

1) Expertise France

Expertise France is 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

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 Facility¹. 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.

¹ "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

3) EU Green Recovery Facility

The EU Green Recovery Facility (The Facility) is a four-year intervention funded by the European Union (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 a green (and blue) 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 supports the mainstreaming of green economy (GE) challenges and objectives in the Sri Lankan policy landscape, as well as the facilitation of bringing GE policy to action by contributing to the following specific objectives:

- **SO1:** Support the development and implementation of inclusive national green, blue and sustainable public policies, with participation of women and men in all their diversity.
- **SO2:** Improve the business and investment climate in view of promoting an inclusive circular economy (both green and blue).
- **SO3:** Increase accessibility and availability to 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 focused on SMEs. Other direct beneficiaries include the private sector, financial institutions, and civil society.

4) Background and justification

Sri Lanka's unique rubber offering is strengthened by its distinction as the only country in the world that produces Latex Crepe and Sole Crepe, which are considered the purest forms of natural rubber. Sri Lanka is also [the world's largest exporter of solid and industrial tyres, catering to nearly 25% of the global demand. Sri Lanka also ranks fifth in latex glove exports with the fulfilment of over 5% of global demand.](#) Sri Lanka produces a wide range of natural rubbers (RSS, crepe, TSR, latex concentrates), with crepe rubber accounting for 84% of raw rubber exports.

Sri Lanka is the [world's leading manufacturer and exporter of high-quality natural rubber latex crepe, known for its superior grade and ability to fetch premium prices globally.](#) The country also produces Lankaprene, a premium, odour-free, light-coloured rubber type ideal for medical and high-end value-added products. In addition, the availability of high-grade ribbed smoked sheet (RSS) rubber, combined with strong industry expertise, has positioned Sri Lanka as a [global hub for solid tyres in the international market.](#)

Sri Lanka is currently [the 13th largest natural rubber producer globally, with approximately 136,625 hectares under cultivation and a workforce of over 200,000 people.](#) While 70% of local rubber production is absorbed by the domestic manufacturing sector—primarily for

exports—[Sri Lanka is able to meet only around 50% of total demand, requiring significant raw material imports to sustain production.](#)

The rubber sector is a strategic contributor to Sri Lanka's economy, [generating USD 1.01 billion in export revenue in 2024, with a target of USD 2.2 billion by 2030](#), and providing employment to approximately 1.5 million people. The industry spans upstream activities (cultivation, processing, and marketing of raw rubber) and downstream activities (manufacturing of value-added products). [Smallholders manage 70% of plantations, and 40% of the 200,000 workers in raw rubber production are women. The manufacturing segment adds 40,000 jobs, some requiring high-level technical skills.](#)

The sector is supported by a skilled workforce, compliance with international labour and environmental standards, and increasing focus on traceability and sustainability—aligning with the Facility's goals of enhancing access to EU markets for companies meeting global ESG criteria.

The [European Union Deforestation Regulation \(EUDR\)](#), which includes rubber among seven key commodities, mandates that exports to the EU must be free from deforestation or forest degradation post-31 December 2020. Operators wishing to place natural rubber products on the EU market must upload the geolocation data for all plots of land used to produce the imported rubber, and must be able to demonstrate, through “adequately conclusive and verifiable information” that production was legal according to the laws in the country, and area, of production. These requirements directly affect Operators and Traders that are importing into or exporting from the EU, particularly those sourcing from smallholders. Supporting other value chain actors will be critical in terms of providing the information needed, which contributes to ensuring traceability, facilitating due diligence, and preventing any disruption for export to the EU market.

According to the European Commission's [Country Classification List](#), Sri Lanka is a “low-risk” country under the EUDR's benchmarking system. Under the EUDR, Operators sourcing products from countries classified as low risk are exempt from conducting risk assessment and mitigation measures, as outlined in Articles 10 and 11—this is known as simplified due diligence (Article 13). However, simplified due diligence does not exempt Operators from Article 9 obligations, which include collecting geolocation data for production plots, production timeframes, product descriptions, and supplier and country of origin details. Additionally, Operators must obtain verifiable information confirming that products are deforestation-free and legally produced according to the laws of the country of origin.

Although Sri Lanka has been classified as “low-risk”, it faces various challenges from illegal logging, gem mining, and quarrying activities, all of which contribute to deforestation and forest degradation. And despite legal protection², forest cover³ has declined from 84% in 1881 to 29.2% by 2015, which is concerning given Sri Lanka's status as one of 34 global biodiversity hotspots, with the highest biodiversity per unit of land in Asia.

² To protect forests and biodiversity in forested areas, designated forests are classified as protected under the Forest Conservation Act and the Flora and Fauna Protection Ordinance, thereby receiving legal protection. Ultimately, the total land area declared as protected under these acts covers approximately 1.3 million hectares and 1.2 million hectares, under the two Acts respectively. These areas include forest lands as well as other associated ecosystems.

³ Consisting of dense forest, open and sparse forest, savannah, and mangroves.

Adhering to EUDR standards offers a strategic opportunity to strengthen Sri Lanka's export positioning by ensuring that rubber and rubber products are sustainably sourced and deforestation-free. Supporting Operator compliance – ensuring they receive all necessary information to conduct deforestation-free and legality due diligence – not only supports access to regulated markets and builds trust with international buyers, but also enables Sri Lankan businesses to future-proof exports and demonstrate their commitment to responsible and traceable trade.

The consultancy is an excellent opportunity to utilise behavioural science insights to inform the design of a training strategy and methodology with maximum potential to create positive changes in the sector by influencing stakeholders to adopt the EUDR; and reinforce its benefits in policy and sectoral daily operating environments and workplaces. It is a primary opportunity to devise effective, interactive and participatory learning and knowledge sharing methods for stakeholder learning and understanding of its importance as a mandatory part of due diligence procedures to uphold the EU's ethical and sustainability standards for the trade and exchange of goods and services; to adhere to wider best practice international standards such as the UN Global Compact; and to implement the EUDR to foster transparency, trust and the longevity of relationships between Sri Lanka and its EU partners.

This consultancy aims to support the capacity-building of a) Producers (including plantations and smallholder farmers) b) Intermediaries (including Tapping, Dealers) c) Processing units and factories d) Traders or Brokers (including [local marketing and exporting organisations](#)) e) Manufacturers f) related Government institutions, to produce, transfer, and oversee the information needed by Operators and Traders to comply with EUDR, which includes both geolocation and legality information in Sri Lanka. Furthermore, this initiative will support the key stakeholder groups most affected by EUDR requirements and assess the existing traceability tools available which could be used to collect and transfer relevant information. Thereby, this consultancy will help prevent exclusion of rubber and value-added products from EU markets due to the inability of value chain actors to provide the information needed by Operators for EUDR. By extension, it will help protect Sri Lanka's forest cover, combat deforestation, and strengthen consumer standards for high-quality production and export practices in the global market.

III. Objectives and desired results

1) General Objective

The private sector adopts and embraces sustainable production practices, participating in the green transition of the country.

2) Specific objectives

Key stakeholders in the rubber value-chain (i.e. a) Producers (including plantations and smallholder farmers) b) Intermediaries (including Tapping, Dealers) c) Processing Units and Factories d) Traders or Brokers (including local marketing and exporting organisations) e) Manufacturers f) related Government Institutions) have the capacities to collect, manage, and transfer information needed for traceability and due diligence.

3) Anticipated results

Given below are the results expected of this assignment:

- Increased awareness and understanding of EUDR information requirements and sustainable sourcing among key stakeholders.
- Strengthened capacity of key stakeholders to collect, manage, and transfer information for supply chain transparency and due diligence, which will be needed by Operators to export Sri Lankan rubber to the EU market.
- Increased understanding of the benefits to the individual, small holders, businesses, and the sector of enhancing Sri Lanka's reputation as an ethical and sustainable rubber producer and exporter; and the disincentives of non-compliance.

IV. Description of the assignment

1) Planned activities

The service provider will achieve the objective of this assignment through the following tentative⁴ activities of 5 phases:

Steps of the consultancy

Phase 1 – Inception phase

The Consultancy Team will familiarise themselves with the objectives of the EU Green Recovery Facility on this consultancy to support capacity-building on EUDR information requirements for the rubber sector in Sri Lanka and update their methodology and work plan accordingly. At the end of **Phase 1**, the Consultancy Team will deliver an inception report based on the following:

- Utilise the inputs from the detailed assessment and Preparedness Check report by the European Forestry Institute (EFI) to develop the methodology and work plan.
- Provide any further information on the country context in Sri Lanka about the existing status of information requirements and systems – and any initiatives from public and private stakeholders – which are relevant for Operator compliance under the EUDR, highlighting in particular the Rubber Sector.
- Conduct a participatory consultation on the amended methodology and work plan, with key stakeholders. This could include key informant interviews (KII) for the behavioural science component, expectations for which are described in detail under **Phase 2**.
- Ensure alignment with the Facility's M&E framework, including post-training impact assessments.
- Update the methodology and work plan accordingly.

The service provider will be required to revise and refine both the methodology and work plan in the Inception Report. This updated version must reflect the practical realities of the operational context, drawing on insights gathered during consultations with stakeholders and the Facility team, during the Inception Phase.

⁴ the service provider is expected to review these tentative activities critically and suggest amendments with the proposed methodology of the offer they make.

The revised methodology and work plan must present a realistic, detailed, and actionable roadmap for implementation, including a breakdown of specific activities, timelines, responsibilities, and deliverables. In particular, the proposed timeline must take into account the practical requirements of implementation, to ensure that deliverables are feasible and appropriately scheduled. The service provider is expected to ensure that the final approach is both operationally sound, theoretically appropriate, and aligned with the expectations and capacity of the Facility and key stakeholders.

To ensure alignment with the expected scope of each deliverable:

- As part of the Inception Report, the service provider will be required to clearly outline the objectives and expected results of each deliverable. This will include a summary of the key issues to be addressed under each deliverable to ensure consistency with the intended scope.

Risk analysis:

- The service provider is required to submit a risk analysis table as part of the Inception Report. The table must identify potential risks to timely and effective delivery based on the following criteria:
 - o Delayed delivery due to constrained timelines and limited resources
 - o Challenges in coordinating timely feedback from partners on deliverables
 - o Limited interest and availability of local stakeholders to participate in the study
 - o Constraints related to the current capacity of the consultancy team
 - o For each risk, the service provider must assess the likelihood and potential impact (using a scale of low, medium, high) and propose appropriate mitigation strategies.
 - o An illustrative template is provided below to guide the structure of the risk matrix.

Risk	Likelihood	Impact	Mitigation

Phase 2 – Regulatory preparedness on EUDR implementation and oversight

- Identify the level of awareness of the requirements under the EUDR (including relevant national legal/legislation requirements) and current practices of collecting, storing, and transferring EUDR-relevant information among the identified five target stakeholder groups:
 - a) Producers (including plantations and smallholder farmers)
 - b) Intermediaries (including Tapping, Dealers)
 - c) Processing Units and Factories
 - d) Traders or Brokers (including local marketing and exporting organisations)
 - e) Manufacturers
 - f) Related Government Institutions
- Identify the government's role in mainstreaming, implementing and overseeing EUDR compliance, including any complementary, existing, domestic legislation which can be utilised and overseeing traceability systems and the collection of relevant geolocation information.

- Assess international best practices and where available linking existing traceability tools to actors in the rubber value chain so they can collect and transfer EUDR-relevant information to Operators.
- Identify a list of international and local service providers for traceability tools which can support the collection and transfer of EUDR-relevant information to Operators.

Phase 3: Needs identification for capacity-building for collection and transfer of EUDR-relevant information

- Identify the specific training needs for the identified five target stakeholder groups (and for each type of role):
 - a) Producers (including plantations and smallholder farmers)
 - b) Intermediaries (including Tapping, Dealers)
 - c) Processing Units and Factories
 - d) Traders or Brokers (including local marketing and exporting organisations)
 - e) Manufacturers
 - f) Related Government Institutions
- Identify an inclusive and participatory approach for capacity-building while integrating insights from the initial key stakeholder consultation (from **Phase 1**). The approach should address economic, social, cultural, gender and disability-related barriers to ensure equitable participation and access.
Conduct a participatory consultation with key stakeholders to inform the design of the training. This should include ascertaining their perspectives on what the key incentives and motivational factors for implementation are; the main benefits of the EUDR and barriers to compliance; current stakeholder capabilities for learning and understanding the EUDR and how these could be boosted before, during and after the training; other enablers and barriers to learning, understanding and compliance; ensuring inclusion of grassroots and local-level actors.
- In a co-design fashion, key stakeholders should be invited to suggest solutions for maximising learning and communication of the benefits, and removing barriers⁵; and how sufficient opportunities to comply with the EUDR could be built into stakeholders' existing routine daily activities; and enabling environments⁶ created at the operational and workplace premises where compliance procedures will be implemented.

⁵ These may include, for example, stakeholders' receptivity to the EUDR; a lack of knowledge of the benefits of applying the EUDR; established national and local industry ways of doing things; socio-cultural behavioural norms, beliefs, knowledge, economic, cultural or environment values, lack of self-and organisational efficacy (belief in personal or organisational capability to adopt the EUDR), social emotions, attitudes and behaviours that may make it difficult to persuade stakeholders to comply with the EUDR; perceptions of additional costs involved in implementation of the EUDR on top of current national legal requirements; and concerns about extra time spent on overseas bureaucratic procedures that appear complex and technical. These are simply suggested examples, but not factors that will definitely all apply.

⁶ An 'enabling environment' in this context is the location where compliance with the EUDR is expected to be carried out, and small modifications made to such environments to support and encourage compliance. This means the presence of cues and reinforcements to comply such as reminders; visual and communicative prompts; the integration of compliance procedures into routine operations; events and processes where colleagues and seniors provide help and social support to individuals with compliance; and regular opportunities for feedback loops that perceivably inform and update ongoing compliance efforts in the government policy and rubber sectors.

Phase 4 – Design and deliver capacity-building programme

- Design an intensive, 5-day residential Trainer-of-the-Trainer (ToT) programme to be implemented by the service provider.
 - a. To be delivered in Colombo city and for a selection of (maximum) 30 Government officers (in the anchor institution – to be defined during the inception phase). These trainees will be delivering the training programme described below.
 - b. Integrate into the design a Monitoring, Evaluation and Learning (MEL) framework to assess training outcomes, based on the requirements of the EU Green Recovery Facility.
 - c. Provide draft manual for ToT as standalone document (including guidelines and traceability recommendations).
- Deliver the ToT programme
- Design of a training programme for each stakeholder group (beneficiaries). This programme will be delivered by the trainers developed under the ToT programme (all costs associated should be covered by the selected service provider).
 - a. Provide the draft manual for these stakeholder group training programmes as a standalone document (including guidelines and traceability recommendations).
 - b. Integrate the mitigation measures identified to overcome the barriers identified in **Phase 3**.
 - c. Place:
 - Considering that the programme for identified relevant target stakeholder groups (within list under **Phase 3**) will be within the Colombo city limits.
 - Considering that the programme for the relevant target stakeholder groups (within list under **Phase 3**) will be at a common location outside of the Colombo city limits.
 - Considering the suitability of the venues of stakeholders with different needs (as per the inclusive and participatory approach identified in **Phase 3**).
 - d. Size and duration:
 - For each of the five stakeholder groups, there should be 50 participants.
 - For each of the five stakeholder groups, it should be at least a half-day session.
 - e. Ensure participation of grassroots and local-level actors.
 - f. Ensure delivery has a hands-on, practical approach that equips participants with the necessary knowledge and tools to collect and transfer the information that Operators will need to comply with EUDR requirements, including deforestation-free and legality due diligence.
 - g. Integrate into the design a post-training follow-up mechanism (3 months after the conclusion of the consultancy), in alignment with the requirements of the Facility.
 - The service provider can suggest the form of the post-training follow-up mechanism (e.g. a survey, consultation, interactive session, or other suitable approach).
 - It should include opportunities for post-training peer reflection, shared learning on EUDR compliance plans, and early experiences in applying the Regulation.

- The approach should ideally draw on behavioural science principles to promote peer learning, recognise positive efforts, and encourage open dialogue on challenges and lessons learned.
- Support the ToT beneficiaries to deliver the training programme.

Phase 5 – Awareness-raising

- Develop a methodology for an awareness-raising event (in line with inputs from EFI) to engage stakeholders beyond the training participants, including policymakers, industry associations, and other relevant entities.
 - a. Ensure alignment with the government's role in EUDR oversight and traceability requirements.
- Deliver awareness-raising event with a focus on challenges, lessons learned, and opportunities for the effective collection, management, and transfer of EUDR-relevant information, to support Operator compliance with the EUDR when sourcing rubber from Sri Lanka.
- Deliver the post-training survey (3 months after the conclusion of the consultancy), in alignment with the requirements of the Facility.

2) Anticipated deliverables

Phases	Deliverables	Objectives and expected results of the deliverable	Submission date
Phase 1	<u>Deliverable 1 - Inception Report</u> including: <ul style="list-style-type: none"> Updated methodology and work plan based on stakeholder consultation. Understanding of the EU Green Recovery Facility's objectives. Alignment with the Facility's M&E framework. 	<p>Objective: To define the approach, timeline, and scope of work based on stakeholder consultations and alignment with the Facility's M&E framework.</p> <p>Expected Result: An approved inception report outlining a validated methodology and work plan aligned with project objectives.</p>	T0 + 02 weeks
Phase 2	<u>Deliverable 2 – Regulatory Preparedness Review Report</u> including: <ul style="list-style-type: none"> Level of EUDR awareness and existing compliance levels among stakeholder groups. Roles of government and oversight bodies in implementation. Review of international best practices and traceability tools. Identification of service providers offering EUDR traceability tools. 	<p>Objective: To assess the current state of EUDR awareness, compliance readiness, institutional roles, and available traceability tools.</p> <p>Expected Result: A comprehensive report providing a clear snapshot of regulatory preparedness and available support mechanisms for EUDR compliance.</p>	T0 + 06 weeks
Phase 3	<u>Deliverable 3 - Needs Identification for Capacity-building Report</u> including: <ul style="list-style-type: none"> Identified capacity needs of five stakeholder groups (Suppliers, Traders, Manufacturers/Processors, Exporters, Policymakers). Recommendations for inclusive and participatory capacity-building approaches that address economic, social, and gender-related barriers. 	<p>Objective: To identify stakeholder-specific capacity gaps and propose inclusive approaches for capacity-building.</p> <p>Expected Result: A validated report outlining priority training needs and inclusive delivery recommendations for five stakeholder groups.</p>	T0 + 11 weeks
Phase 4	<u>Deliverable 4 - Design of Capacity-Building Programme</u> including:	<p>Objective:</p>	T0 + 16 weeks

	<ul style="list-style-type: none"> - A 5-day residential ToT programme outline with integrated MEL framework. - Pilot training plans for each stakeholder group (Colombo + outstation), reflecting barriers identified in Phase 3. - Draft manual for ToT as standalone document (including guidelines and traceability recommendations). - Draft manual for the target stakeholder groups' (beneficiaries') training programmes as standalone document (including guidelines and traceability recommendations). - Post-training survey framework (to be conducted 3 months post-consultancy). 	<p>To design and finalise a structured, inclusive, interactive and participatory training programme with MEL integration, tailored to each stakeholder group.</p> <p>Expected Result: A complete training package including ToT and pilot training plans, with embedded MEL tools and inclusive delivery considerations.</p>	
Phase 4	<p><u>Deliverable 5 – Training Implementation and Evaluation Report</u> including:</p> <ul style="list-style-type: none"> - Completed ToT and target stakeholder groups' (beneficiaries) training programmes. - Participant data in line with Facility's MEL requirements. - Evaluation of learning outcomes and training effectiveness using pre/post assessments, participant feedback, and training observations - Reflections to inform post-training follow-up and improvements to future capacity-building efforts 	<p>Objective: To document the implementation, inclusivity, and effectiveness of the ToT and pilot training sessions conducted for all stakeholder groups.</p> <p>Expected Result: A consolidated report confirming the successful delivery of all training sessions, with disaggregated participation data and evaluation of learning outcomes.</p>	T0 + 22 weeks
Phase 4	<p><u>Deliverable 6 - Final Consolidated Knowledge Product</u> including:</p> <ul style="list-style-type: none"> - Two validated manuals (ToT and Pilot Training) as standalone documents including respective guidelines and traceability recommendations. 	<p>Objective: To compile final training manuals and guidance documents that consolidate project learnings and traceability recommendations.</p> <p>Expected Result: Two standalone manuals and a final guidance document supporting future capacity-building and compliance with EUDR.</p>	T0 + 24 weeks

Phase 5	<u>Deliverable 7 - Awareness-Raising Strategy and Methodology Document</u> including: <ul style="list-style-type: none"> – Event plan targeting broader stakeholder base including government, private sector and associations. – Ensure alignment with government's role in EUDR oversight and traceability requirements. 	<p>Objective: To develop a strategy for broad stakeholder engagement on EUDR through awareness events.</p> <p>Expected Result: A strategic plan outlining the methodology, target audience, and key messages, aligned with national EUDR oversight efforts.</p>	T0 + 26 weeks
Phase 5	<u>Deliverable 8 - Awareness-Raising Event Report</u> including: <ul style="list-style-type: none"> – Documentation of key messages, lessons learned, and opportunities for policy and trade alignment. – Attendance sheet using EF template. – Summary of stakeholder engagement and relevance to national EUDR oversight efforts. 	<p>Objective: To capture and synthesise key messages, lessons, and participation from the awareness-raising event.</p> <p>Expected Result: A documented summary of the event, including outcomes, participant feedback, and alignment with EUDR oversight objectives.</p>	T0 + 28 weeks

- T0 = Date of the notification of the contract

4) Monitoring and Evaluation (M&E) of the Consultancy Assignment

The Consultancy Team should report the assignment progress in a timely manner by aligning the planned activities with the M&E standards outlined in the M&E plan of the Facility, which will be shared with the Consultancy Team at the beginning of the consultancy. As part of the analysis phase, adjustments to the methodology or subsequent activities will have to be made as needed, with documentation of changes for M&E purposes. The methodology should therefore specify data sources, data collection and analysis along with methods and tools used, reporting, quality control and assurance procedures, etc.

5) Coordination

The Consultancy Team (service provider) shall designate a single contact person for project administrative purposes. Mr Etienne Baudon of the Sustainable Development Department (e-mail: etienne.baudon@expertisefrance.fr) will be the service provider's sole contact person for Expertise France.

The Consultancy Team will work under the supervision of the Project Manager of the Facility, based in Colombo, and in close collaboration with Expertise France headquarters from preparation for the consultancy and missions right up to its completion. Furthermore, regular exchanges must take place with the Project Manager on assignment progress and any difficulties that may be encountered.

A launch meeting shall be held 2 days after the contract award has been notified.

V. PLACE, DURATION AND INDICATIVE SCHEDULE

1. **Estimated start date:** Upon official notification of the contract
2. **Estimated duration:** 30 weeks
3. **Location:** The consultancy will take place remotely as well as through missions in Sri Lanka.

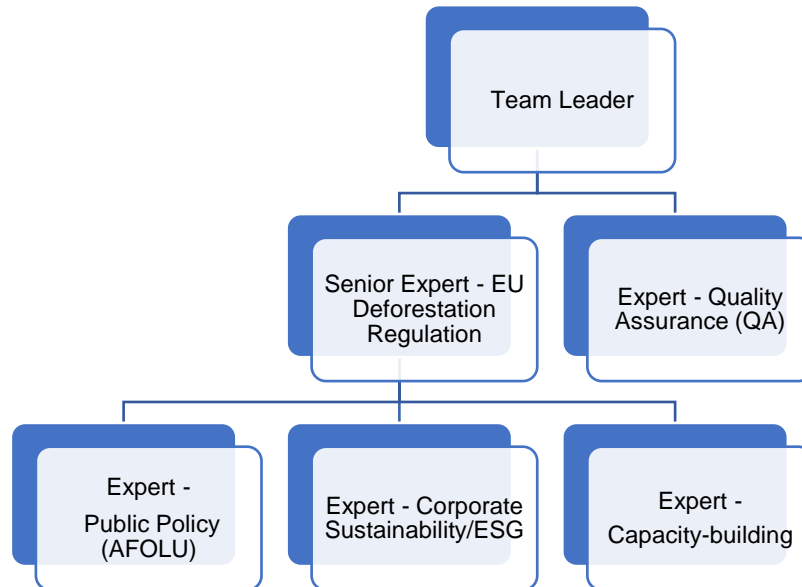
VI. REQUIRED EXPERTISE AND PROFILES

These terms of reference define the **minimum required profiles**. If deemed necessary, a list of additional experts, comparable to the profiles presented below with justification for their expected contributions can be proposed. The Service Provider must also provide a declaration of the availability of such specialists and/or suitable subject matter expert/s for the required roles.

Three reference contacts must be communicated for each profile submitted and Expertise France reserves the right to organise an interview with the Team Leader and/or the designated team, prior to the award of the contract as part of the evaluation process.

The Service Provider may decide on the number of team members to be deployed to fulfil the required profiles. In the technical offer, it must be clearly stated which profile(s) the individual team member satisfies out of the required profiles. In the event all positions are filled by (an) international expert/s, it is essential to have a national expert in the team to act as the national counterpart.

Suggested organisational structure:



Team Leader

The Team Leader will be the main contact person for Expertise France for the execution of this task. In particular, the Team Leader will have to plan and direct the activities and work of the team according to the identified needs. The Team Leader will be responsible for the submission of deliverables on time with required quality.

The Team Leader should have the following set of qualifications, competencies, skills and experience:

Profile of the Team Leader

Education and training

- Bachelor's degree or equivalent in the field of Development Studies, Economics, Public Policy, Environmental Management, Business Administration, or related fields.

Any other profile in line with the consultancy to be performed can also be considered.

Professional experience:

- A minimum of 5 years of experience in managing multi-disciplinary consultancy teams⁷, including oversight of deliverables, coordination of experts, and client engagement.
- Experience in working with bilateral or multilateral development partners, would be an asset.
- Professional experience in Sri Lanka or in the region in a similar assignment will be considered as an asset

⁷ The CV of the team leader should mention the composition and size of the teams managed.

Qualifications and skills:

- Demonstrated capacity to lead diverse teams and ensure high-quality and timely delivery of outputs. Strong ability to engage and communicate effectively with stakeholders, including government entities, private sector, and civil society.
- Excellent listening, synthesis and communication skills.
- Rigour and ability to write in a clear, precise and concise manner, suitable for both technical and non-technical audiences.
- Full professional proficiency in English, with excellent oral and written command.

Profile of the Senior Expert - European Union Deforestation Regulation (EUDR)

Education and training:

- A Master's degree in Policy, Trade, Commerce, Environmental Science, Business Administration, or equivalent educational qualifications.

Professional experience:

- At least 5 years of experience working with European Union (EU) environmental trade-related regulations, with a particular focus on the EU Deforestation Regulation (EUDR) or similar due diligence frameworks.
- Experience working with environmental and sustainable production standards, including traceability systems and supply chain compliance.
- Experience engaging with high-level public and/or private sector stakeholders, particularly on regulatory alignment and trade facilitation.
- Experience conducting or contributing to economic and financial assessments of compliance policies and/or supply chain interventions would be considered an asset.
- Experience in the Agriculture, Forestry and Other Land Use (AFOLU) sector or Forestry sector itself, would be an asset.
- Experience in Asian Pacific (APAC) economies, would be an asset.

Qualifications and skills:

- Strong analysis and policy advocacy skills.
- Demonstrated capacity to manage high-level, multi-stakeholder policy discussions.
- Ability to articulate complex policy issues in a clear, precise, and concise manner.
- Fluency in English is mandatory.
- Global, synthetic and concrete vision.

Profile of the Expert – Public Policy Agriculture, Forestry and Other Land Use (AFOLU) Sector

Education and training:

- A Master's degree in Agriculture, Forestry, Environmental Science, Political Science or equivalent educational qualifications.

Professional experience:

- At least 7 years of experience in AFOLU related policy, research, analysis, and or implementation in Sri Lanka.
- At least 5 years of specific work experience in the Forestry sector in Sri Lanka.
- Experience contributing to AFOLU sector related public policy formulation would be an asset.

- Experience in conducting value chain analysis, would be an asset.

Qualifications and skills:

- Comprehensive knowledge of Sri Lankan policy landscape and institutional arrangements.
- Demonstrated capacity to provide policy guidance to public and private stakeholders.
- Strong research and analysis skills.
- Fluency in English is mandatory.

Profile of the Expert – Corporate Sustainability/ESG

Education and training:

- A Bachelor's degree in Environmental Science, Engineering, Finance, Accounting, Business Administration, or equivalent educational qualifications.
- A Master's degree, would be an asset.

Professional experience:

- At least 7 years of experience in corporate sustainability, ESG, or SCP.
- At least 4 years of experience working with international standards and frameworks adopted by private sector companies for corporate sustainability or ESG practices.
- Experience in deforestation or supply chain-related corporate sustainability standards, would be an asset.
- Experience in Asian Pacific (APAC) economies, would be an asset.

Qualifications and skills:

- Knowledge on interlinkage and impacts concerning inclusive green economy issues.
- Strong research and analysis skills.
- Fluency in English is mandatory.
- Global, synthetic and concrete vision.

Profile of the expert - Capacity-building

Education and training:

- A Bachelor's degree in Communications, Media, Public Relations, Marketing, Psychology, Education, Capacity-Building, Capacity Development, or equivalent educational qualifications.
- A Master's degree, would be an asset.

Professional experience:

- At least 7 years of experience in designing and delivering capacity-building programmes (including trainings, workshops, etc.)
- At least 5 years of experience in developing capacity-building materials (including for trainings, workshops, etc.)
- Experience in behavioural science principles and inclusive and participatory approach (e.g. addressing economic, social, cultural, gender and disability-related barriers).
- Experience training South Asian stakeholders, would be an asset.

Qualifications and skills:

- Excellent capacity to generate coherent and impactful publications for a diverse audience; including technical and non-technical stakeholders.

- Excellent communication and presentation skills, with the ability to effectively convey technical concepts to a wide range of stakeholders.
- Strong capability to coordinate and manage capacity-building and awareness-raising activities (including organising workshops).
- Strong interpersonal skills for effective stakeholder engagement and management.
- Fluency in English is mandatory.
- Professional working proficiency in either Sinhala or Tamil is mandatory.
- Demonstrated knowledge relating to international trade regulations, would be an asset.
- Global, synthetic, and concrete vision.

Profile of the Expert – Quality Assurance (QA)

Education and Training

- A Bachelor's degree in Quality Management, Education, Communications, Public Policy, Organisational Development, or equivalent educational qualifications.
- A Master's degree would be considered an asset.

Professional Experience

- At least 5 years of professional experience in quality assurance.
- Experience applying quality assurance processes including reviewing technical deliverables to ensure clarity, coherence, and alignment with project objectives and quality standards.
- Familiarity with EU-funded project reporting and compliance standards, would be an asset.

Qualifications and Skills

- Strong capability to relay client feedback clearly and constructively to technical teams.
- Strong capability to assess structure, logic, and clarity of technical content.
- Proven skills in formatting, consistency, and quality control across diverse outputs.
- Excellent coordination and collaboration skills.
- Fluency in English is mandatory.

Cross-cutting expertise

Knowledge of European Union Deforestation Regulation and related industry standards and trade compliance regulations.

- International regulations: This encompasses industry standards and trade compliance regulations related to deforestation and illegal logging, such as the EU Deforestation Regulation, FSC certification, the U.S. Lacey Act, and other relevant global guidelines.

Knowledge of the Rubber Sector and Its Value Chain.

- Rubber Sector Value Chain Expertise: This includes knowledge of natural rubber cultivation, processing (e.g., RSS, latex crepe), manufacturing of value-added products (e.g., tyres, gloves), and export practices. The team should understand the structure and challenges of working with smallholders, plantation companies, and manufacturers, particularly in relation to traceability and sustainability.
- Stakeholder Landscape: The team should demonstrate the ability to engage with diverse actors including rubber farmers, processors, exporters, government institutions, and industry associations. This should be accompanied by an understanding of the socioeconomic, cultural, and gender dynamics within the rubber workforce.

- **Trade and Compliance Context:** The team should be familiar with how the rubber sector interfaces with international markets and trade regulations, including EUDR. This includes awareness of existing gaps in compliance and opportunities to improve supply chain traceability and due diligence systems relevant to rubber exports.

Knowledge of Economic and Business Analysis Relevant to Environmental Trade and Sectoral Policy

- **Economic and Financial Modelling:** This includes familiarity with designing and applying economic models to assess trade impacts, compliance costs, supply chain restructuring, and investment readiness. The team should be capable of generating evidence-based insights to support policymaking and private sector strategy in response to environmental trade regulations such as the EUDR.
- **Business Environment and Market Analysis:** The team should possess strong knowledge of enterprise-level operations, including supply chain structures, cost factors, pricing trends, and regulatory exposure. This encompasses understanding how businesses respond to policy shifts, market access conditions, and international buyer requirements. This also includes applying a socioeconomic, cultural, and gender lens.
- **Public Policy and Institutional Context:** The team should be able to analyse how public policies affect business incentives and investment behaviour, especially in resource-based sectors like agriculture or forestry.

Gender

The consultancy team is encouraged to incorporate gender⁸ considerations into both the technical and methodological approaches. The Consultancy team should demonstrate experience and knowledge on gender. It would be an additional benefit if it is in relation to AFOLU-related initiatives.

In addition, the consultancy team should ensure that gender is systematically integrated across all phases of the assignment. This includes assessing differentiated impacts of EUDR traceability requirements on gender, identifying barriers to compliance (e.g., digital literacy, access to information), and proposing corrective actions to ensure inclusive participation. The team should also actively engage with women-led organisations and support increased representation of women in the activities.

⁸ In alignment with the OECD-DAC gender equality policy marker, the EU Green Recovery Facility is classified as DAC 1. It adheres to the minimum recommended criteria, which entail conducting a thorough gender analysis as an integral part of the interventions. Gender equality is established as a significant objective within the initiative. Moreover, data and indicators are systematically disaggregated by sex where applicable, underscoring a commitment to monitor and report on the attained gender equality results during the Facility's evaluation phase. Following these requirements, it is expected that all members of the Consultancy Team demonstrate proven gender expertise through prior involvement in gender-sensitive projects, and that gender considerations are meaningfully integrated throughout the design, implementation, and monitoring of this consultancy.

Additional experts⁹

The consultancy team may also propose any additional experts required for the successful completion of the assignment with justification. The justification for deploying other experts and their expected level of efforts backed by their resumes should be submitted along with the resume of the team leader and the listed experts.

Three reference contacts must be communicated for each profile submitted and Expertise France reserves the right to organise an interview with the Team Leader and/or the designated team, prior to the award of the contract as part of the evaluation process.

VII. Visibility

During the implementation of all activities, the Consultancy Team will have to ensure that the visibility of Expertise France, the European Union and the EU Green Recovery Facility is maximised. All deliverables, as well as events organised, must be in line with the Facility's visibility guidelines and based on the Facility's templates.

⁹ The service provider may decide to deploy experts as relevant and needed for the assignment