

COMITÉ DE COOPÉRATION AVEC LE LAOS (CCL)

AGIRE / WaterWise Project — Nam Sa River Basin, Bolikhamxay Province, Lao PDR

TERMS OF REFERENCE

Consultancy for the deployment of the TerriStories® participatory approach in the Nam Sa river basin

Facilitator training, pilot village workshops and roll-out support

Reference no.	AGI-BKX-T1
Contracting authority	Comité de Coopération avec le Laos (CCL), Vientiane, Lao PDR
Type of contract	Service contract — intellectual services (consultancy), lump-sum with deliverable-based payments
Procurement procedure	Open consultation with publication — award to the technically and financially most advantageous offer (technical quality predominant)
Duration	October 2026 – December 2027 (15 months, intermittent)
Location	Paksan and Pakkading districts, Bolikhamxay Province, Lao PDR
Deadline for offers	Friday, 18th September 2026 at 12 am.
Offers to be sent to	erwin.poligne@ccl-laos.org ; manivone@ccl-laos.org ; khammeun@ccl-laos.org



1. Background

1.1 The contracting organisation

The Comité de Coopération avec le Laos (CCL) is a French non-governmental organization that has been working in Lao PDR for more than 40 years, in partnership with Lao public institutions and civil society organizations, on rural development, water, sanitation, food security and natural resource management.

1.2 The AGIRE / WaterWise project

AGIRE (Appui à la Gestion Intégrée des Ressources en Eau) supports the establishment of integrated and inclusive water resources management in the Nam Sa river basin — a direct tributary of the Mekong — in Paksan and Pakkading districts, Bolikhamxay Province. The project works in 10 target villages representing approximately 7,800 inhabitants and is implemented by CCL together with the Bolikhamxay Provincial Health Office and Lao partner organization Rural Development Agency (RDA), under a Memorandum of Understanding signed with Bolikhamxay Health Office in December 2025. It is supported by the Agence Française de Développement (AFD), the Agence de l'Eau Rhin-Meuse (AERM), the Fondation Groupe EDF, the City of Paris (Ville de Paris), Initiatives for the Future of Great Rivers (IAGF), and the beneficiary communities themselves.

The project is structured around three specific objectives: (i) improving the quality and quantity of water access and sanitation; (ii) strengthening local and inclusive governance of the resource, notably through Village Water Management Committees; and (iii) supporting sustainable water resource management practices and adaptation to climate change.

1.3 Rationale for the assignment

Conventional participatory approaches in the basin have so far been mobilized mainly village authorities and management committees. They produce action plans, but rarely generate the collective ownership needed for communities to implement those plans on their own. Under its third specific objective, the project therefore intends to deploy TerriStories® — a serious game developed by CIRAD for land and natural resource management — in the 10 villages of the Nam Sa basin.

TerriStories® is not a consultation exercise: participants build a representation of their own territory on a game board, take on the roles of the different users of the resource (farmers, livestock keepers, water users, forest users, local authorities), and play out over several rounds the consequences of their individual and collective decisions. What emerges are the interdependencies between practices — and, from within the community itself, the rules and actions the participants consider realistic and legitimate.

This assignment corresponds to activity **3.1.1 of the project, which refers to a “Participatory diagnosis of climate risks and vulnerability by basin communities” and activity 3.1.2 “Organization of consultation workshops on climate change and health issues at villages”**.

CCL applied the approach in 2025 in another of its projects in Phongsaly Province, with encouraging results. The lessons drawn from that experience directly inform these Terms of Reference: game materials must be adapted to the specific context of the basin, sessions must be sequenced so as not to overload participants, and project and government facilitators must have rehearsed the simulation several times before facilitating it in front of villagers.

2. Objectives of the consultancy

General objective

To equip the project and its institutional partners with an autonomous capacity to facilitate TerriStories® workshops in the Nam Sa basin, and to enable the communities of the basin to formulate their own action plans for the sustainable management of their natural resources, contributing to improved water resource management in an IWRM perspective.

Specific objectives

- SO1 — Adapt the TerriStories® materials and scenarios to the physical, agro-ecological, social and institutional context of the Nam Sa basin.
- SO2 — Train a pool of local facilitators, drawn from the project team, its Lao partners and the relevant government services, capable of facilitating the approach independently in the villages.
- SO3 — Facilitate, jointly with the newly trained facilitators, the first TerriStories® workshop cycles in two pilot villages of the basin and produce a documented village action plan in each.
- SO4 — Provide intermittent quality-assurance support to the roll-out of the approach in the eight remaining villages during 2027.
- SO5 — Document the method and its results so that the experience can be shared with basin stakeholders and replicated in other IWRM contexts.

3. Scope of the assignment

3.1 Geographic scope

The core of the consultancy covers the training of facilitators in Paksan and the facilitation of workshops in two pilot villages of the Nam Sa basin. The two pilot villages will be selected jointly with CCL during the preparation phase, based on criteria agreed with the consultant (representativeness of the resource management issues at stake, quality of village mobilization, accessibility, absence of competing events in the village calendar).

The ten project villages are: Nakhaolom, Khambon, Nongsaman, Nakham, Thongwarn, Namai, Somsavad and Khamphai (Paksan district), and Botheun and Nabon (Pakkading district). Their location is shown on the map in Annex 1.

A complementary, lighter component covers accompaniment and quality assurance during the extension of the approach to the eight remaining project villages in the course of 2027.

Not included in this assignment. The workshops covered by this consultancy are held at village level only. The consolidation of village action plans into an inter-village or basin-scale plan is not part of the present scope and will be addressed separately by the project.

3.2 Thematic scope

Workshops shall allow participants to surface and **work on the challenges they themselves identify in the management of their natural resources**. Without pre-empting the content that will emerge, the following themes are known to be recurrent in the basin and shall be accommodated by the adapted game materials and scenarios:

- **Water resources:** domestic supply, irrigation, seasonal scarcity, water quality and pollution, competition between uses;
- **Forest resources:** headwater and catchment forest protection, clearing and slash-and-burn practices, riparian vegetation;
- **Agricultural practices:** cropping systems, agrochemical inputs, water-efficient and/or development of irrigation, livestock;
- **Wetlands and flood prevention:** identification of wetlands of community interest, protection rules, flood and drought exposure;
- **Sustainable land use** planning at village and inter-village level;
- **Animal health**, a concern consistently raised by villagers, and its interactions with water quality;
- Solid and liquid waste management, another topic commonly raised by villagers.

These themes shall be treated within an explicit overarching frame: the **collective ambition to manage resources sustainably and to have a positive effect on the status of water bodies in the basin**, in line with integrated water resources management (IWRM) principles.

3.3 Participants and inclusiveness

A central expectation of this assignment is that the **workshops give voice to the village as a whole, and not only to village authorities and water management committee members**. The consultant shall propose and apply concrete arrangements to ensure the **effective participation and speaking time of women** (at least 50% of participants), young people, elderly residents, households without connections to collective infrastructure, and ethnic or economically marginalized groups where relevant. The methodology proposed shall explain how facilitation, group composition and reporting will guard against capture of the exercise by the most vocal or most senior participants.

4. Expected methodology and phasing

The consultant shall propose its own detailed methodology. The following phasing is the framework within which offers shall be built; well-argued adjustments are welcome and will be assessed on their merits.

Phase 1 — Preparation and framing (October 2026)

- Inception meeting with the CCL project team; review of available project documentation (baseline study, water access diagnostic, participatory mapping outputs, village activity reports);
- Agreement with CCL on the selection criteria and the final choice of the two pilot villages, and on the composition of the facilitator cohort;
- Adaptation of the TerriStories® materials to the Nam Sa context: game board(s), resource and role cards, scenario rounds, facilitator guide — all working materials in Lao language;
- Design of the training module (objectives, sequencing, exercises, assessment of trainees);
- Preparation of the detailed field calendar with CCL, including coordination with district authorities and village authorities;
- Production of the inception note and consolidated workplan.

Phase 2 — Facilitator training in Paksan (November 2026)

A residential training of 3 to 4 consecutive days in Paksan, for an indicative cohort of 15 to 20 participants comprising CCL project staff, RDA project staff, staff of the project's Lao implementing partners, and representatives of the relevant government services — Provincial and District Health Offices (PHO/DHO), District Office of Agriculture and Environment (DAE). Focal points have been appointed within each of these services specifically for the project. At least 50% of trainees should ideally be women.

The training shall be built on **learning by doing** rather than on lectures. It shall cover the rationale of the approach and its place in an IWRM process, the mechanics of the game and the facilitation of each sequence, the handling of role play and negotiation between users, the facilitation of the debriefing — which is where the analytical value of the exercise is produced — and the drafting of the resulting action plan. Full rehearsal sessions, in which trainees facilitate for one another, are mandatory before any village session; this is an explicit lesson from the 2025 Phongsaly experience. The training shall conclude with an assessment of each trainee's readiness to facilitate and a clear allocation of facilitation roles for the pilot villages.

Phase 3 — TerriStories® workshops in two pilot villages (November-December 2026)

Three days of work per village, as a general rule, immediately following the training so that trainees apply what they have learned without loss of momentum. The consultant leads the first village and progressively hands facilitation over to the trained facilitators, adopting a supervisory and coaching posture in the second. An indicative sequence is:

- Day 1 — Collective construction of the representation of the village territory and its resources; participatory diagnostic of problems and challenges as perceived by the participants;

- Day 2 — Simulation rounds: allocation of roles, successive decision-making rounds, observation of the consequences, negotiation between users, emergence of collective rules;
- Day 3 — Structured debriefing; formulation by the villagers themselves of a village action plan; restitution and validation session open to the whole village, in the presence of village authorities.

Action plans shall be formulated so as to be actionable. The project intends to make dedicated funds available to villages in order to respond to the plans that villagers themselves produce. Each action plan shall therefore identify, for each proposed action: the objective pursued, the concrete activity, the actors responsible within the village, the indicative timing, the resources required (including what the village will contribute itself), and the indicative order of magnitude of any external support needed. The consultant shall be attentive to the risk of raising expectations beyond what the project can support and shall agree with CCL on how this is communicated to villagers.

Phase 4 — Reporting on the November mission (December 2026)

Consolidation and delivery of the mission report. Each of the two villages shall have its own clearly established report, setting out the diagnostic produced by the participants, the dynamics observed during the simulation, the issues and conflicts raised, the resulting action plan, and a follow-up and accompaniment calendar. The consolidated report shall in addition set out the key points requiring the attention of CCL and its partners, an assessment of the readiness of the facilitator pool, and the adjustments recommended before roll-out to the remaining villages.

Phase 5 — Roll-out support in the eight remaining villages (2027)

Throughout 2027, the trained facilitators will lead the workshops in the eight remaining villages under CCL supervision. The consultant's role shifts to intermittent accompaniment: periodic field visits to observe sessions and provide on-the-spot coaching, remote backstopping on request, review of village reports and action plans for methodological quality and consistency, a review point mid-way through the roll-out, and a final capitalisation note.

Minimum requirement. The offer shall provide for at least 12 days of field accompaniment in 2027, corresponding to three days of on-site presence in at least four of the eight remaining villages — that is, direct follow-up of half of the roll-out. Bidders may propose a higher level of effort, with justification. The villages to be visited will be agreed with CCL in the light of the observations made during the first workshops.

4.1 Indicative level of effort

The following is indicative only. Bidders shall propose and justify their own level of effort.

Phase	Days (indic.)	Period
Phase 1 — Preparation, adaptation of materials	8 – 12	October 2026
Phase 2 — Facilitator training in Paksan	5 – 6	November 2026
Phase 3 — Workshops in two pilot villages	8 – 10	November 2026
Phase 4 — Reporting	6 – 8	December 2026
Phase 5 — Roll-out support, 8 villages (min. 12 field days)	12 – 20	2027
Indicative total	39 – 56	

5. Expected results and deliverables

5.1 Expected results

- The TerriStories® materials and scenarios are adapted to the Nam Sa basin and usable in Lao language;

- A pool of at least 5 to 8 facilitators — project staff, partner staff and government staff, at least half of them women — is able to facilitate the approach without external support;
- In each pilot village, the challenges and problems experienced by the population in the management of their natural resources are surfaced, discussed and documented, including the voices of villagers who are not members of committees;
- Each pilot village has produced its own action plan, formulated by the villagers themselves and validated collectively;
- Village interest in and ownership of the project are strengthened, and the relevance of the actions subsequently proposed by the project is improved;
- The contribution of participatory tools to improved water resource management — understood broadly, from forest protection and wetland conservation to agricultural practices and waste management — is demonstrated and documented as a model replicable in other IWRM contexts.

5.2 Deliverables

Ref.	Deliverable	Format / language	Deadline
D1	Inception note and detailed workplan, including village selection criteria and training design	Word + PDF, English	End October 2026
D2	TerriStories® materials adapted to the Nam Sa basin: game board(s), role and resource cards, scenario sheets, facilitator guide	Physical materials + source files, Lao	Before the training
D3	Training module and training report, including the assessment of each trainee and the list of certified facilitators (sex-disaggregated)	Word + PDF, English	Within 3 weeks of the training
D4	One workshop report per pilot village, including the participatory diagnostic, the village action plan and the follow-up calendar	Word + PDF, English and Lao	December 2026
D5	Consolidated report on the November 2026 mission, with key issues raised and recommendations for the roll-out	Word + PDF, English	End December 2026
D6	Backstopping mission notes for the roll-out in the eight remaining villages (one per visit), with quality observations and corrective recommendations	Word + PDF, English	Within 2 weeks of each visit, 2027
D7	Final capitalisation note on the deployment of TerriStories® in the Nam Sa basin: method, results, lessons learned, conditions for replication in other IWRM contexts	Word + PDF, English	December 2027

Photographs and short video sequences documenting the workshops shall be provided to CCL, subject to the prior and informed consent of the persons filmed. All deliverables are subject to CCL approval; CCL will provide comments within 15 working days and the consultant shall integrate them within 10 working days.

6. Indicative timeline

Period	Phase	Main milestones
Sept – Oct 2026	Preparation and framing	Inception meeting; village selection with CCL; adaptation of materials; training design; field calendar
November 2026	Field phase	Facilitator training in Paksan (3–4 days); workshops in the two pilot villages (3 days each)
December 2026	Reporting	Village reports with action plans and follow-up calendars; consolidated mission report
2027 (throughout)	Roll-out support	Intermittent accompaniment of the eight remaining villages; mid-roll-out review; final capitalisation note

The November 2026 field phase is a fixed constraint: it is scheduled to fit the agricultural calendar and the availability of village and government participants. Bidders shall confirm their availability for that period.

7. Required profile

The assignment is open to individual consultants, teams of consultants, consultancy firms, research organizations and non-governmental organizations, including consortia. Where a consortium applies, the lead entity and the role of each member shall be clearly identified.

Essential

- Demonstrated experience in facilitating TerriStories® or an equivalent companion-modelling / serious-game approach to natural resource management, with at least two comparable assignments completed;
- Authorization, accreditation or documented training in the use of the TerriStories® method (the method is a registered approach developed by CIRAD);
- Proven experience in training of trainers / facilitator training in rural settings;
- Ability to facilitate in Lao language, either directly or through named Lao-speaking facilitators within the proposed team — this is not negotiable, since the village workshops are conducted in Lao;
- Working knowledge of natural resource management and, ideally, of integrated water resources management;
- Experience working with rural communities and local government services in Lao PDR or a comparable Southeast Asian context;
- Capacity to produce clear analytical deliverables in English.

Desirable

- Experience of participatory approaches applied at watershed or river basin scale;
- Demonstrated practice of gender-sensitive and socially inclusive facilitation;
- Familiarity with Lao institutional arrangements for water and natural resource management (MAE, MoH, provincial basin committee, MRC...);
- Experience of capitalization and knowledge-sharing for replication purposes.

8. Institutional arrangements and resources provided

8.1 Supervision

The consultant works under the supervision of the CCL Project Adviser, in liaison with the project field coordinator based in Paksan. The CCL project coordinator will act as focal point and co-facilitator for the approach; the consultant is expected to work closely with the project coordinator and to build capacity to take over the facilitation and quality assurance function within the project team.

8.2 Provided by CCL

- Project vehicle(s) and driver(s) for all field movements within the framework of the assignment, including fuel;
- Availability of the project field team (field coordinator, field agent, project technician, water resources technical assistant) for logistical preparation, village mobilization and co-facilitation;
- Liaison with district and provincial authorities, and with village authorities, including the necessary administrative authorizations;
- Access to all relevant project documentation;
- Training venue in Paksan for training participants and for village workshop participants;
- Physical production and financing of the pedagogical materials — game boards, resource and role cards, role sheets and printed facilitator guides. The consultant designs and specifies these materials; CCL procures and pays for their fabrication. The consultant shall therefore provide print-ready source files and a specification and shall not include fabrication costs in its financial offer.

8.3 Borne by the consultant

- Professional fees for all team members;
- Per diems and accommodation for its own team during field missions;
- Travel between the consultant's base and Bolikhamxay Province where not covered by project vehicles, and any international travel;
- Its own insurance, taxes and social contributions;
- Its own working equipment (computers, cameras, communication).

9. Content of the offer

9.1 Technical offer

Maximum 15 pages excluding annexes, comprising:

- Understanding of the assignment and of the context;
- Proposed methodology, including the approach to adapting the game materials to the basin, the design of the training, the facilitation arrangements ensuring broad and inclusive village participation, and the approach to the 2027 roll-out support;
- Detailed workplan and calendar, consistent with the phasing in section 4;
- Team composition, with the role and level of effort of each member, and CVs in annex;
- References: at least two comparable assignments, with contact details of the client;
- Risk analysis and proposed mitigation measures.

9.2 Financial offer

Presented in EUR, USD or LAK, all taxes and charges included, broken down by phase and by cost category: professional fees (daily rate × number of days, per team member), per diems and accommodation, travel not covered by the project, and any other direct costs. The offer shall state clearly what is and is not included. Prices shall remain firm for the duration of the contract.

9.3 Administrative documents

The following documents are required as part of the screening process applied by CCL and its lead funder:

- Registration certificate of the bidding entity and, where applicable, its tax registration (for companies, associations and other legal entities);
- Copy of the identity document (ID card or passport) of the legal representative and of each proposed team member;
- Declaration of integrity, eligibility and environmental and social responsibility (Annex 4 to these ToR), duly signed. This declaration is mandatory for any contract above EUR 5,000;
- Bank details of the bidding entity.

10. Evaluation and award

Offers will be assessed by an evaluation committee of at least three members. As the assignment concerns intellectual services, the award will be made to the most advantageous offer, with technical quality weighing more heavily than price. A written record of the committee's decision will be established.

Criterion	Weight
Demonstrated experience of TerriStories® or an equivalent serious-game approach	25
Quality and relevance of the proposed methodology, including adaptation to the basin context	20
Quality of the training-of-facilitators design and of the capacity transfer approach	15
Team composition, Lao-language facilitation capacity, relevant experience in Lao PDR	10
Approach to inclusiveness (women, youth, non-committee members) and to gender	5
Realism of the workplan and availability for the November 2026 field phase	5
Technical sub-total	80
Financial offer (value for money in relation to the proposed level of effort)	20
Total	100

Offers scoring below 60 points on the technical component will not be considered further. CCL reserves the right to interview shortlisted bidders and to request clarifications and is not bound to award the contract.

11. Contractual conditions

11.1 Payment schedule

Milestone	Share
Signature of the contract	20%
Approval of the inception note (D1)	15%
Approval of the training report (D3)	20%
Approval of the two village reports (D4)	20%
Approval of the consolidated mission report (D5)	15%
Approval of the final capitalization note (D7)	10%

A limit of two rounds of comments per deliverable is considered acceptable, and approval is deemed granted if no response is received within 15 business days.

11.2 Ownership, intellectual property and visibility

All deliverables, data, photographs, video material and adapted pedagogical materials produced under this contract are the property of CCL and its funding partners, which may reproduce and disseminate them freely, including under open access. The consultant retains authorship rights and shall be duly credited. The TerriStories® approach remains the intellectual property of CIRAD; the consultant is responsible for ensuring that its use of the method and of the trademark complies with the conditions set by the originator, and the method shall be properly attributed in all materials and publications. Deliverables shall carry the visibility elements of the project and its funding partners as instructed by CCL.

The consultant may likewise reuse the adapted pedagogical materials in its own subsequent work, including in the context of other assignments, subject to the rights of CIRAD set out below and to the prior removal of any personal data or village-specific information; such reuse shall credit CIRAD as originator of the method and the AGIRE project as the framework in which the adaptation was produced.

11.3 Confidentiality, ethics and safeguarding

The consultant shall treat as confidential all information obtained in the course of the assignment and shall not use it for any other purpose without CCL's written authorization. The consultant and every member of its team shall respect the free, prior and informed consent of participants, particularly for photographs and video, shall handle personal data in accordance with applicable law and with the project's data protection practices, and shall adhere to CCL's code of conduct, including its provisions on the protection of children and vulnerable persons and on the prevention of sexual exploitation, abuse and harassment. Any breach constitutes grounds for immediate termination.

11.4 Other provisions

- The consultant shall hold valid professional and medical insurance for its team throughout the assignment;
- The consultant shall comply with Lao law, including any authorization required for the conduct of activities in the villages;
- The contract may be terminated by CCL in the event of non-performance, after formal notice remaining without effect for 30 days;
- Any dispute shall be settled amicably; In the absence of an agreement, the parties shall be subject to the applicable law and the competent jurisdiction of the Lao People's Democratic Republic.

12. Submission of offers

- Offers shall be submitted in English by e-mail to erwin.poligne@ccl-laos.org ; manivone@ccl-laos.org ; khammeun@ccl-laos.org, with the subject line "Offer — TerriStories® consultancy — AGIRE / Nam Sa basin";
- Deadline: **Friday, 18th September 2026 at 12 am**. Offers received after the deadline will not be considered;
- Technical and financial offers shall be provided as two separate PDF files;
- Offers shall remain valid for 45 days from the deadline;
- Questions may be sent to erwin.poligne@ccl-laos.org before Thursday 17th September 2026 at midnight.