



Asia Low Emission Development Strategies (LEDS) Partnership

Terms of Reference: Roles and Responsibilities

1. Introduction

The Asia LEDSPARTNERSHIP (ALP) is a voluntary regional network comprised of individuals and organizations from the public, private, and non-governmental sectors active in designing, promoting, and/or implementing LEDSPARTNERSHIP in Asia. The ALP is one of three regional platforms of the LEDSPARTNERSHIP Global Partnership (LEDS GP).

1.1. Vision

The vision for the ALP is broad sustainable development, robust economic progress, and low greenhouse gas (GHG) emissions in Asia, with countries adopting and implementing LEDSPARTNERSHIP and green growth practices across all sectors.

1.2. Goal

The goal of the ALP is to advance the development of country-led strategic plans to promote economic growth while reducing GHG emissions (in relative and/or absolute terms, and without causing trade-offs to other environmental, social, and development pressures) in the Asia region.

1.3. Objectives

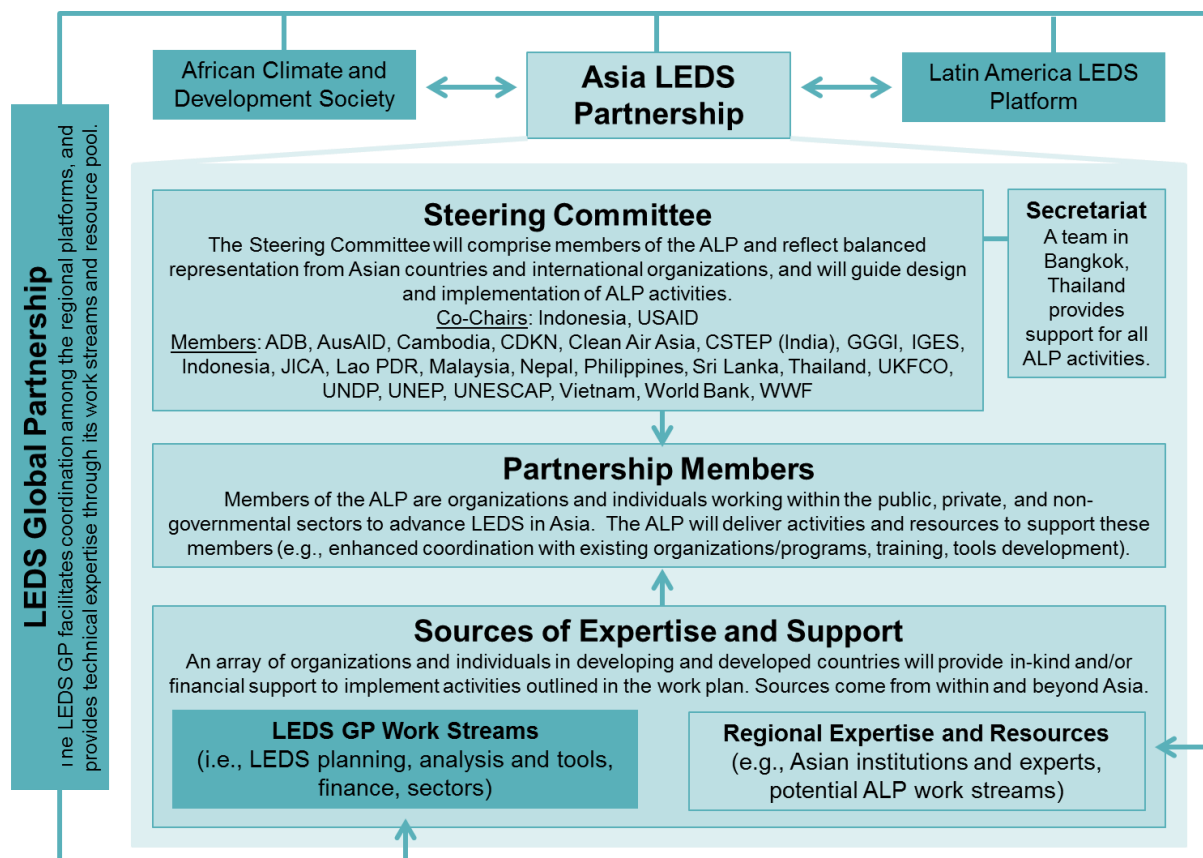
- **Coordination, collaboration, and partnerships:** Facilitating enhanced collaboration among governments, development organizations, NGOs, businesses, academic institutions, and others actively engaged in LEDSPARTNERSHIP in the region, including work to maximize results while minimizing duplication.
- **Tools and best practices:** Identifying and disseminating tools, models, approaches, and best practices in priority LEDSPARTNERSHIP topics to enable peer-to-peer learning and application across the region.
- **Capacity building:** Fostering capacity building of practitioners to make Asia a leader in designing and implementing LEDSPARTNERSHIP and green growth.
- **Leadership and awareness:** Strengthening support for LEDSPARTNERSHIP across Asia by inspiring and catalyzing leaders of change and raising awareness about the benefits and methods of promoting LEDSPARTNERSHIP.

The ALP is envisioned to be both virtual and in-person, and will serve all interested countries within East, South East, South, and Central Asia, and the Pacific. Recognizing that Asia is a diverse region, with countries at different stages of development and LEDSPARTNERSHIP planning and implementation, ALP-supported activities will be nimble and responsive to member needs.

2. Structure

The diagram below illustrates the organization and governance structure of the ALP.

Figure 1. ALP Organizational Structure



To deliver activities, the ALP follows the LEADS GP distributed leadership structure which allocates responsibility for tasks to organizations willing and with resources to lead activities. A **Steering Committee**, led by two **Co-Chairs**, is responsible for guiding the ALP to identify, design, organize, and deliver support activities to members, and to coordinate closely with the LEADS GP to ensure proper linkages and communication. An ALP **Secretariat** offers administrative, logistical, and coordination support to the Steering Committee and Co-Chairs, as well as serves as the point of contact for members through a central online communications hub.

The LEADS GP Secretariat will work with the ALP Steering Committee, Co-Chairs, and Secretariat to support needs and the overall coordination of regional platforms and global work stream activities.

Roles and responsibilities of each group are further detailed hereinafter in this *Terms of Reference*. Changes to the *Terms of Reference* are subject to Steering Committee discussion and approval.

3. Roles and Responsibilities

3.1. Steering Committee

3.1.1. Objective

The objective of the Steering Committee is to provide strategic direction to identify, design, organize, and deliver support activities to ALP members.

3.1.2. Composition

The ALP Steering Committee is comprised of no more than 25 member organizations, with balanced representation from Asian countries and international organizations working in Asia. Each member of the Steering Committee will include a primary point of contact and one alternate representative, to represent the member organization during Steering Committee meetings, conference calls, and other events. A single individual (primary point of contact or alternate) shall serve as the main representative of the member organization at a given time.

The ALP Steering Committee will seek to maintain balanced composition in the following areas:

- Representation from Asian countries and international organizations (e.g., bilateral, multilateral, non-governmental) working in Asia;
- Geographical representation, including representation from each of the sub-regions across the ALP's geographic scope;
- Gender representation; and
- Expertise in LEDS-related issues.

3.1.3. Selection

The ALP Secretariat will issue a call for nominations in October every two years (i.e., every even year). Steering Committee membership will be voluntary, and based on nomination or self-nomination, with agreement and support from the nominee's organization for him/her to serve in this capacity. Nominations will be submitted to the ALP Secretariat for review, follow-up, and confirmation – to be completed by November 30 of the same year. In the case that more nominations than available Steering Committee seats are received, the Secretariat will assess nominations with respect to composition requirements and prioritize diversity¹, and will coordinate with nominees in areas of overlap to identify a single representative.

Serving as a Steering Committee member is voluntary and each member may withdraw from the position at any time. Steering Committee members will each serve for a period of two years, with possibility for renewal at the end of each term for an unlimited number of terms, subject to the selection process.

Inactive members shall be expected to step down from the Steering Committee. An organization will be considered inactive if it fails to participate in any ALP meetings or events, or to provide input to ALP decisions, documents, or other resources for a significant period of time (i.e., six months).

¹ To maintain diversity, no more than one representative per country or per organization will serve at one time as a Steering Committee member. In addition, rotation will be encouraged, so that new countries and organizations that become interested in serving on the Steering Committee have an opportunity to do so.

3.1.4. Tasks

- Nominate and elect the Co-Chairs;
- Meet on a bi-monthly basis in person or via conference call to discuss ALP activities, progress, and other matters;
- Review and provide input to annual ALP work plan and other ALP documents and decisions ;
- Lead and/or assist with the design and implementation of key ALP events;
- Provide financial and/or in-kind support for activities of the ALP, as able;
- Facilitate outreach to broaden awareness and support for LEADS within the Steering Committee member's organization, country, and/or region;
- Review progress and provide advice on activities;
- Participate in LEADS GP work stream meetings, as applicable; and
- Recommend and/or contribute to activities to support LEADS GP work streams, as applicable.

3.2. Co-Chairs

3.2.1. Objective

The key objectives of the Co-Chairs are to lead the Steering Committee in identifying issues for discussion and decision, and to ensure that the ALP is well aligned with its stated vision and objectives, as well as direction of the LEADS GP.

3.2.2. Composition

The ALP Steering Committee will have two Co-Chairs. One Co-Chair will be from an Asian developing country and the other from an international organization working in Asia. The Steering Committee Co-Chairs will also be referred to as the Co-Chairs of the ALP.

3.2.3. Selection

Co-Chairs must come from within the Steering Committee. The Secretariat will initiate a process for Steering Committee members to nominate, or self-nominate, for the position. The Steering Committee will elect one Co-Chair from an Asian developing country and one Co-Chair from an international organization among the nominees, in each category respectively, by majority vote.

Nomination and election of the Co-Chair from an Asian developing country will take place in December every even year (e.g., 2012, 2014), and election of the Co-Chair from an international organization will take place in December every odd year (e.g., 2013, 2015). This staggered timing allows for overlap of Co-Chair terms, to promote continuity of the work of the ALP.

Serving as Co-Chair is voluntary and each Co-Chair may withdraw from the position at any time; a two-month notice is required for resignation in order to enable the Steering Committee and Secretariat to initiate process to identify a replacement. Co-Chairs will each serve for a period of two years, with possibility for one-time renewal at the end of a term, subject to the selection process.

3.2.4. Tasks

- Chair ALP Steering Committee meetings ;
- Provide guidance to ALP Steering Committee and Secretariat;
- Review and approve the annual work plan and other ALP documents and decisions, following input from Steering Committee members;

- Participate in key ALP events and/or represent the ALP at other events;
- Assist with outreach to broaden awareness and support for LEDS in Asia;
- Participate in key LEDS GP Steering Committee meetings and/or events; and
- Hold quarterly update calls with the LEDS GP Secretariat, or more frequently as needed.

3.3. Asia LEDS Partnership Members

3.3.1. Objective

The objective of ALP membership is to allow members to benefit from and contribute to peer-to-peer learning, knowledge sharing, capacity building, and coordination activities to advance LEDS at the sub-national, national, or regional level in Asia.

3.3.2. Composition

Members of the ALP comprise organizations and individuals working within the public, private, and non-governmental sectors to advance low emission development in Asia. This includes members from both developing and developed countries as well as international partners supporting LEDS in Asia from any region around the world. Examples of organization members include, but are not limited to, government ministries and departments, development organizations, civil society organizations, technical or research institutes, and businesses. Examples of individual members include consultants or other interested persons.

3.3.3. Selection (*Membership Application Process*)

Membership is voluntary, cost-free, and unlimited in duration. Membership is open to organizations and individuals interested in supporting the vision, goal, and objectives of the ALP.

To become a member, an interested party must submit one of the following:

- A membership sign-up form via email; or
- The online membership sign-up form found on the ALP website (*website in development*); or
- Provide another form of communication indicating interest in membership (e.g., via letter).

As indicated on the sign-up form, applicants provide basic contact information, and may include optional information related to areas of expertise and/or interest. Newly joined members can immediately access ALP offerings and benefits, and will also automatically become members of the LEDS GP, receiving full access to information on global LEDS GP activities and resources. (Note: Members not wishing to receive global updates can “opt-out” of this feature on the sign-up form.)

3.3.4. Tasks

- Provide information on members’ LEDS initiatives;
- Share experiences and lessons on LEDS implementation;
- Lead and/or participate in activities supported by the ALP (and/or the LEDS GP);
- Provide financial and/or in-kind support for activities of the ALP, as able;
- Conduct outreach to broaden awareness and participation in ALP activities and LEDS; and
- Collaborate on resources development and improvement.

3.3.5. Member Benefits

The ALP brings tangible, unique **value and benefits** to national, regional, and international stakeholders who are members. The ALP offers the following to members:

- A network for regional peer exchange on lessons and experiences in fostering LEDS;
- A platform to access training, technical assistance, and capacity building on key LEDS topics;
- A platform to help access regional and global climate funds, and increase public and private sector investment in LEDS;
- Access to ALP and LEDS GP in-person and online events year-round;
- Quarterly e-newsletters and other email updates on LEDS topics and best practices;
- A venue to identify opportunities and collaborate to improve or tailor LEDS activities, tools, and resources to benefit members and the region;
- A way to leverage resources and promote synergies – avoiding duplication of efforts and strengthening ongoing efforts;
- A forum to cultivate and support champions for LEDS, to demonstrate Asian leadership in LEDS and in promoting green development pathways; and
- An opportunity for South-South collaboration via collaboration with LEDS GP regional platforms (e.g., Africa, Latin America) and global technical work streams (working groups), as well as South-North collaboration (e.g., development organizations, businesses).

3.4. Secretariat

3.4.1. Objective

A small Secretariat provides and/or coordinates support for ALP activities in close coordination with the Steering Committee and Co-Chairs, serves as a focal point for member communication, and maintains a close relationship with the LEDS GP Secretariat to stay up-to-date on other regional and global activities.

3.4.2. Composition

Interested ALP members and/or representative(s) from member organization with resources to do so are invited to support Secretariat functions.

3.4.3. Selection

The US Agency for International Development (USAID) Low Emission Asian Development (LEAD) program, based in Bangkok, Thailand, will serve as the Secretariat for the ALP until another suitable organization is identified to serve as Secretariat, and until no later than September 2016. A more detailed approach for ensuring provision of Secretariat functions in the longer-term will be addressed in the ALP “Sustainability Plan”.

3.4.4. Tasks

- Assist in developing, maintaining, and updating the work plan and terms of reference, and other ALP documents, per direction of Steering Committee and Co-Chairs, or per request of members and/or the LEDS GP;
- Assist in preparing and issuing communications to members, per request of Steering Committee and Co-Chairs, or per request of members and/or the LEDS GP;

- Serve as the focal point for member and general inquiries by managing the asialedspartnership@lowemissionsasia.org mailbox;
- Maintain online ALP communication hub (asialeds.org);
- Provide and/or coordinate logistical and administrative support for ALP activities and events;
- Assist in coordinating resources and funding to support activities;
- Assist in general coordination with the LEDS GP Secretariat, LEDS GP Steering Committee, LEDS GP cross-cutting work streams, and other regional platforms; and
- Provide other support to the ALP Steering Committee, Co-chairs, and members where requested, as appropriate.

4. Linkages with the LEDS Global Partnership

Regional platforms, such as the ALP, provide forums to assess needs and opportunities related to LEDS in developing countries, which helps the LEDS GP to formulate effective global work streams and other activities to meet identified regional priorities. The LEDS GP, in its own work plan, accounts for the needs and planned activities of the ALP, and seeks to supplement ALP activities by providing access to global technical resources (e.g., LEDS analytical tools), services (e.g., expert assistance), and peer learning forums.

4.1. LEDS GP Secretariat

The LEDS GP Secretariat will work with the ALP, other regional platforms, and global work streams to collect information, support needs, and support the overall coordination of activities.

Roles of the LEDS GP Secretariat include the following:

- Conducting outreach to broaden membership and maintains regular communication with members;
- Developing and coordinating overall work program for the LEDS GP based on input from the regional platforms, work streams and steering committee;
- Connecting regional platforms to technical work streams based on priorities identified at the regional level;
- Coordinating activities across work streams where there may be connection points and common areas of technical support;
- Convening regional platforms, work streams and other LEDS GP members at annual event and through webinars and related forums;
- Maintaining activity inventory and centralizing all knowledge management for the LEDS GP and plays light role in coordinating efforts across LEDS programs; and
- Developing partnerships with other international programs.

4.2. LEDS GP Technical Work Streams

Global technical work streams provide advisory services, improved technical resources, and training to countries in response to the regional priorities. The ALP will work directly with selected work streams to align activities.

Work streams will:

- Respond to needs and interests identified by the regional platforms;

- Develop enhanced technical resources based on broad demand across regions; and
- Conduct global peer learning based on interests across regions.

When no global technical work stream exists for a priority topic for Asia, the ALP may work with the LEDS GP to support a new global work stream, or explore creation of a regional work stream, on that topic area.

The table below lists the primary contacts within each current work stream and regional platform, with whom the ALP Steering Committee, Co-Chairs, Secretariat, and members can coordinate.

LEDS Global Partnership Technical Work Stream and Regional Platform Contacts		
LEDS Planning and Implementation Processes Work Stream - Coordinator: Sadie Cox, Sadie.Cox@nrel.gov		
Facilitator Training	MAPS - Stefan Raubenheimer	stef@southsouthnorth.org
LEDS/Climate Resilient Development	Ecosynergy - Barbara Oliveira	barbarafacilitation@gmail.com
Linking National and Subnational LEDS	ISC - Scott Muller	smuller@iscvt.org
	ICLEI - Florence Laloe	florence.laloe@iclei.org
	Ecofys - Nicholas Harrison	N.Harrison@ecofys.com
LEDS Analysis and Tools Work Stream - Coordinator: Kathleen Nawaz, Kathleen.Nawaz@nrel.gov		
Climate Smart Planning Toolkit	WB - Philippe Ambrosi	pambrosi@worldbank.org
Development Impact Assessment	NREL - Kathleen Nawaz	Kathleen.Nawaz@nrel.gov
	GIZ - Nils Hansen	nils.hansen@giz.de
	ECN - Cameron, Lachlan	cameron@ecn.nl
Green Growth Best Practices	NREL - Ron Benioff	Ron.Benioff@nrel.gov
LEDS Finance Work Stream - Coordinator: Bethany Speer, Bethany.Speer@nrel.gov		
Finance	CDKN - Ari Huhtala	ari.huhtala@cdkn.org
	NREL - Ricardo Bracho	Ricardo.Bracho@nrel.gov
	NREL - Bethany Speer	Bethany.Speer@nrel.gov
LEDS Sectoral Working Groups - Coordinator: Caroline Uriarte, caroline.uriarte@nrel.gov		
AFOLU	USFS - Geoffrey Blate	gblate.usfs@gmail.com
	ICRAF - Rodel Lasco	R.Lasco@cgiar.org
	CIFOR - Christopher Martius	C.Martius@cgiar.org
Energy	WWI - Alexander Ochs	Aochs@worldwatch.org
Transport	WRI - Benoit Lefevre	blefevre@wri.org
	NREL - Kathleen Nawaz	Kathleen.Nawaz@nrel.gov
Waste Management	ISWA - Atilio Savino	asavino@ars.org.ar
LEDS Regional Platforms - Coordinator: Caroline Uriarte, caroline.uriarte@nrel.gov		
Africa Climate and Development Society	Gov. of Kenya - Stephen King'uyu	stephen.kinguyu@gmail.com
	Edward Awafo	awafoe@hotmail.com
Asia LEDS Partnership	USAID/RDMA - Orestes Anastasia	oanastasia@usaid.gov
	Gov. of Indonesia - Doddy Sukadri	dsukadri@yahoo.com
	ALP Secretariat - John Wells	John.Wells@icfi.com
	ALP Secretariat - Sandra Khananusit	Sandra.Khananusit@icfi.com
LAC LEDS Platform	INCAE - Ana Maria Majano	ana.majano@incae.edu
	Libelula - Maria Paz Cigarán	mpcigarán@libelula.com.pe

4.3. ALP Focal Points for LEDS GP Technical Work Streams (New section: Added on April 10, 2014)

4.3.1. Objective

The key objectives of each ALP Focal Point is to serve as the linkage between the relevant LEDS GP working group and the ALP Secretariat, strengthen Asian voices in LEDS GP working groups, help shape LEDS GP working group activities to benefit ALP members, share successes of ALP members, and assist in coordinating selected ALP activities the relevant technical area.

4.3.2. Composition

The ALP will seek to have at least one ALP Focal Point for each LEDS GP working group (see table above for full list of working groups). It is possible that not all LEDS GP working groups may align with priority work areas of the ALP, and may not have an ALP Focal Point. ALP Focal Points will be drawn from ALP members and/or representative(s) from member organizations.

4.3.3. Selection

Any ALP member and/or representative(s) from a member organization can volunteer to serve as an ALP Focal Point for a specified LEDS GP working group at any time, by contacting the ALP Secretariat.

The Secretariat will respond to the volunteering party to provide details on roles, responsibilities, and expectations (see 4.3.4 Tasks). If the volunteering party confirms that they *can commit sufficient time (i.e., human resources) to fulfill all listed roles*, then the ALP Secretariat and volunteering party will mutually agree on designating the volunteering party as an ALP Focal Point. If the volunteering party can commit to fulfill *most* roles except for a select few, the ALP Secretariat and volunteering party may still agree to move forward with designating the volunteering party as an ALP Focal Point.

Serving as an ALP Focal Point is voluntary and an ALP Focal Point may withdraw from the role at any time. The duration that an ALP member or representative(s) from a member organization can serve as an ALP Focal Point is unlimited, provided that their interest and availability remains unchanged.

4.3.4. Tasks

Participate in LEDS GP Working Group for which you are serving as ALP Focal Point:

- Attend calls of the LEDS GP working group (two one-hour calls per year on average);
- Actively contribute to the LEDS GP working group discussions, such as by sharing views or suggestions on activities that would benefit the Asia region; and
- Provide input or feedback on activities, documents, and other items, proposed by the LEDS GP working group, conferring with the ALP Secretariat as needed.

Leadership in ALP within topic area for which you are serving as ALP Focal Point:

- Coordinate with ALP Secretariat on a periodic basis to ensure mutual awareness and alignment of plans;
- Update ALP Secretariat on LEDS GP working group call outcomes;
- Recommend priority actions for ALP;
- Support the selection, planning, and organization of ALP activities in your topic area (in-kind and/or financially; level of effort to be agreed upon);

- Assist with outreach to ALP members and prospect members to broaden awareness and support for LEDS in your topic area (such as by writing a short update to include in the ALP newsletter);
- As able, participate in key ALP events and/or represent the ALP at related events; and
- As able, participate in ALP Steering Committee calls (quarterly).