

CSOs Improving Nutrition in Tea Estate and Rural Communities through Enhanced Service Delivery and Empowerment (CSO-INTERCEDE) Project



**TERMS OF REFERENCE
CONSULTANCY SERVICE
DEVELOP D-CSOS GOVERNANCE AND OPERATIONAL EXCELLENCE PLAN**

This TOR is to clearly defining the expectation from the purpose of this consultancy is to develop a comprehensive Governance and Operational Excellence Plan for D-CSOs

Project	CSOs Improving Nutrition in Tea Estate and Rural Communities through Enhanced Service Delivery and Empowerment (CSO-INTERCEDE)
Title	Activity 1.1.2 Develop D-CSOs governance and operational excellence plan
Location	Anuradhapura / Nuwaraeliya Districts
Duration of the assignment	One month

ORGANIZATION

The Adventist Development and Relief Agency (ADRA) Sri Lanka is a locally registered NGO that has been operating in Sri Lanka since 1982. We are also part of the global ADRA network, which is active in 118 countries worldwide. Our primary focus areas include WASH, Nutrition, Refugee Reintegration, Economic Development, and Youth Development.

THE PROJECT

The CSO INTERCEDE project aligns and focuses on enabling Civil Society Organizations (CSOs) to support vulnerable groups in coping with the socio-economic crisis in estate and rural Sri Lanka. The action aims to strengthen CSOs' skills and capacity to improve the nutritional status of women, youth, and children, engage in policy dialogue on nutrition and livelihood, and advocate for enhanced nutritional status and viable livelihoods. By partnering with CSOs, the project will empower local communities to address nutrition and livelihood needs and navigate the impacts of the crisis. Targeting vulnerable groups in Anuradhapura and Nuwara Eliya Districts, the project will support District-level CSOs (D CSOs) and grassroots-level Based Organizations to implement interventions and empower communities. Through capacity building and advocacy, the project seeks to create a sustainable network of change agents, promoting food security and well-being for over 500,000 individuals. Key themes include gender mainstreaming, social inclusion, local ownership, and green recovery, aiming to improve the livelihoods of women, youth, and children in Sri Lanka.



THE ASSIGNMENT

The assignment aims to enhance the governance and operational efficiency of 10 District-level Civil Society Organizations (D-CSOs) (05 in Nuwara Eliya and 05 in Anuradhapura) by evaluating their current practices and frameworks, and developing a comprehensive strategic improvement plan. This process involves assessing governance structures, operational processes, and accountability mechanisms, and then working collaboratively with D-CSO teams to address identified gaps. The strategic plan will focus on improving governance, gender mainstreaming, and operational processes such as business continuity planning and financial management.

THE OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is “Develop D-CSOs Governance and Operational Excellence Plan” to enhance the governance structures, operational efficiency, and institutional effectiveness of the District-level Civil Society Organizations (D-CSOs) by:

- 1. To Develop Evaluatin Matrix**
- 2. Evaluate Governance and Operational Practices**

Conduct a detailed assessment of governance frameworks, operational processes, bylaws, accountability mechanisms, and safeguarding practices within the 10 District-level Civil Society Organizations (D-CSOs) in Nuwaraeliya and Anuradhapura, through evaluation matrix.

- 3. To Facilitate DCSOs to Develop Strategic Plan and Improvements**

Collaborate with D-CSO teams to design a strategic plan that addresses identified gaps and fosters improvements in governance, operational processes, gender mainstreaming, and overall management capabilities. Also, focusing on specific operational aspects such as business continuity planning, staff hiring processes, financial management, and nutrition actions capacity.

- 4.To introduce a dashboard system for the D-CSO to self-assess and monitor their governance and operational excellence.**

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SCOPE OF WORK & DELIVERABLES

NO	Objective	Description	Deliverables
01	To Develop Evaluation Matrix	Gather information on available governance and operational systems with consultation of project team.	Evaluation Matix
		Designing and submtion of evaluation matrix with the continuous consultation of the project team and DCSOs.	
02	Evaluate Governance and Operational Practices		
	Assessment of Current	Identify strengths, weaknesses, and gaps in the current governance models and operational procedures.	List of Governance and operational documents available for each DCSO
	Governance Structures:	Produce assessment report based on the findings through the assessment conducted	Assessment report
03	To design and plan for Strategic Plan development session		
	Strategic plan session	Provide comprehensive plan for Conducting Strategic plan development session.	Session plan Training Modules Activity completion report Feed back forms
		Facilitate DCSOs to Design a governance structure that aligns with best practices and enhances accountability, transparency, and decision-making within the D-CSOs.	
Facilitate DCSOs to Establish clear roles, responsibilities, and reporting mechanisms for board members, management, and staff.			
04	Operational Excellence Strategy	Facilitate DCSOs to Develop strategies to improve the operational efficiency of D-CSOs, including workflow optimization, resource management, and service delivery.	Stragy document
		Guide DCSOs to Propose methods for enhancing the effectiveness of program implementation and monitoring.	
05	Capacity Building Plan	Facilitate DCSOs to Identify the training and development needs of the D-CSOs' leadership and staff.	Capacity building plan document
		Facilitate DCSOs to Design a capacity-building plan focused identified development needs.	

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06	Policy and Procedures Development	Facilitate DCSOs to Draft and recommend policies and procedures that promote governance excellence and operational efficiency, covering areas such as financial management, human resources, compliance, and risk management.	Developed policy draft documents
07	Stakeholder Engagement	Facilitate consultations with key stakeholders, including government agencies, and community representatives, to ensure alignment of the DCSOs governance and operational plan with Stake holder policies procedures. Guide to Incorporate feedback and insights from these stakeholders into the final plan.	
08	To introduce a dashboard system for the D-CSO	Facilitate D-CSO to develop dash bord to self-assess and monitor their governance and operational excellence.	Dashboard system and snapshot
09	Final Report and Recommendations	Compile a comprehensive final report that outlines the findings, proposed governance and operational excellence plan, and actionable recommendations. Facilitate Present the plan to relevant stakeholders and facilitate discussions on its validation.	Final report on the excersice.

DURATION OF THE ASSIGNMENT

The consultancy will be for a period of one month from the date of Contract is signed

RESPONSIBILITY OF CSO INTERCEDE PROJECT

The Implementing Organization (CSO- INTERCEDE Project) is responsible for overall coordination, of the activity in the field. They act as the main liaison between the consultant and D-CSOs, allocating necessary resources, duties include coordination with DCSO and providing logistical arrangements when needed.

LIAISON

Programs Manager – ADRA Sri Lanka

Project Manager- Anuradhapura

Project Manager- Nuwara Eliya



QUALIFICATIONS AND OTHER TRAITS

1. Advanced degree in management, public administration, social sciences, or a related field.
2. Proven experience in developing and implementing governance and operational frameworks for civil society organizations (CSOs).
3. Demonstrated expertise in capacity building, organizational development, and strategic planning.
4. Strong understanding of governance best practices, financial management, human resources, and risk management.
5. Proficiency in developing and delivering training programs and workshops.
6. Competence in data analysis and reporting.
7. Familiarity with the specific context and challenges faced by D-CSOs, particularly in the areas of governance, operational efficiency, and capacity building.
8. Proficiency in English is essential; Proficiency of local languages is required depending on the project's location.
9. Analytical and Problem-Solving Skills:
10. Ability to critically assess organizational needs and develop effective solutions.
11. Excellent verbal and written communication skills to effectively interact with stakeholders, present findings, and facilitate discussions.
12. High ethical standards and integrity in managing resources and conducting activities.

KEY TERMS AND CONDITIONS

1. Payment will be made according to ADRA's payment schedule 30% after signing the agreement, 30% after completing deliverables 1–9 in the scope of work, and 40% after submitting the final report, with payment made by demand draft or bank transfer upon providing account details
2. Withholding taxes of 5% will be deducted from all payments above 100,000 within the month. If the consultant submitting the current account is registered for a relevant consultancy service, withholding tax will not be deducted.
3. All Incidentals, accommodation and travel required for the assignment are to be born by the consultants except where otherwise indicated in the consultancy agreement.
4. The consultant should follow CSO- INTERCEDE Visibility protocols and Branding policies and make sure ADRA, and the European Union logos are presented as per the guidelines.
5. The consultant and all personnel involved in the implementation must comply with the child protection policy and other relevant ADRA policies.
6. CSO- INTERCEDE Project may request written evidence of necessary coverage provided by the consultant for their services.
7. All requirements in respect of insurance including professional indemnity, worker's compensation, public liability, superannuation, and taxation, where applicable will at all times remain the responsibility of the consultant.

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Project Funded by



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EXPRESSION OF INTEREST

1. ADRA Sri Lanka invites application from organizations or individuals with the experience and skills described above. Application should include.
2. A cover letter introducing the individual/organization and how the skills and competencies described above are met.
3. Detailed proposal with budget – Budget should include all costs related to the consultant / resource person travelling and training, reporting and other expenses related to the assignment.
4. Curriculum Vitae of the applicant/team members.
5. Separate Proposals for NuwaraEliya district and Anuradhapura district are expected by the interested parties. (Proposals for single district also accepted)

APPLICATION PROCESS

Interested candidates (consultants/ consulting agency) should send the express of interest by e-mail to hr@adrasrilanka.org with the subject title stating “consultancy for INTERCEDED Project- D-CSOs governance and operational excellence plan – Nuwaraeliya/Anuradhapura (REF2024-04-PRJ/CSO) on or before 12:30 pm of 10th of October 2024.

The consultant will be selected through a standard recruitment process.