

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



TERMS OF REFERENCE
CONSULTANCY SERVICE DESIGN D-CSO-SPECIFIC STAFF SUCCESSION AND RETENTION PLANS.

This TOR defines the process for designing staff succession and retention plans tailored to the needs of District-level Civil Society Organizations (D-CSOs) as part of the CSO INTERCEDE project.



Project	CSOs Improving Nutrition in Tea Estate and Rural Communities through Enhanced Service Delivery and Empowerment (CSO- INTERCEDE)
Title	Design D-CSO-Specific Staff Succession and Retention Plans. (A 1.2.5)
Location	Anuradhapura and Nuwaraeliya Districts
Duration of the assignment	Two weeks

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

This assignment focuses on developing tailored succession and retention plans for ten District-level CSOs (D-CSOs) operating in the Anuradhapura and Nuwara Eliya Districts of Sri Lanka. Individual capacity assessments of CSO staff

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



will be conducted to identify career growth opportunities and areas for skill development. CSOs will formulate plans that include mentorship programs, skill-enhancing workshops, and performance recognition mechanisms to retain skilled personnel. The plans will also incorporate opportunities for staff members to take on leadership roles and advance within the organization, ensuring sustainability and institutional memory.

THE OBJECTIVE OF THE ASSIGNMENT

- To conduct Comprehensive Capacity Assessments: Engage a consultant to perform individualized capacity assessments of D-CSO staff, identifying specific career growth opportunities and skill development areas. This will ensure a clear understanding of each staff member's strengths and areas for improvement, which will inform the tailored succession and retention plans.
- To develop Tailored Succession and Retention Strategies: Collaborate with the consultant to create customized succession and retention plans that include mentorship programs, skill-enhancing workshops, and performance recognition mechanisms. The objective is to foster a supportive environment that encourages professional growth and recognizes contributions, thereby increasing staff retention and satisfaction.

SCOPE OF WORK & DELIVERABLES

NO	Objective	Description	Deliverables
01	Conducting individual Capacity Assessments	Perform individual capacity assessments for the staff of ten D-CSOs. The assessment will identify current skill levels, career aspirations, and gaps in competencies.	01.Capacity Assessment Report
02	Facilitating Succession and Retention Plans	<p>1. Mentorship Programs</p> <ul style="list-style-type: none"> ❖ Program objectives and goals. ❖ Selection criteria for mentors and mentees. ❖ Structured mentorship activities (e.g., regular meetings, feedback sessions). ❖ Resources and training materials for mentors. ❖ Metrics for measuring mentorship success (e.g., mentee satisfaction, career progression). <p>2. Skill-Enhancing Workshops</p> <ul style="list-style-type: none"> ❖ Identification of critical skill areas based on capacity assessments. ❖ A calendar of workshop sessions, including topics, formats (in-person/virtual), and duration. <p>3. Performance Recognition Mechanisms</p>	<p>02. Facilitation of the workshop</p> <p>03.Succession plan document inclusive of ; <i>mentorship program, performance recognition framework, leadership development roadmap, evaluation framework</i></p>

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



		<ul style="list-style-type: none"> ❖ Types of recognition (e.g., awards, promotions, bonuses). ❖ Criteria for recognition based on performance metrics. ❖ Implementation timeline and process for nominations and selections. ❖ Communication strategy for promoting recognition and its impact on staff morale. <p>4. Pathways for Leadership Roles</p> <ul style="list-style-type: none"> ❖ Identification of key leadership competencies and skills. ❖ Opportunities for staff to take on leadership roles (e.g., project leadership, committee positions). ❖ Professional development programs focused on building leadership skills (e.g., workshops, coaching). ❖ Clear criteria and timeline for career progression within the organization. <p>5. Evaluation Framework for Succession and Retention Plans</p> <ul style="list-style-type: none"> ❖ Key performance indicators (KPIs) to assess the effectiveness of succession and retention plans. ❖ Methods for collecting feedback from staff and stakeholders (e.g., surveys, interviews). ❖ Scheduled review periods for assessing the impact of the plans and making necessary adjustments. ❖ Reporting templates to communicate findings and recommendations to D-CSOs leadership. 	
03	Final Report	<ul style="list-style-type: none"> ❖ A final training completion report documenting the implementation process, challenges encountered, lessons learned, and recommendations for future initiatives. 	04.Final report

DURATION OF THE ASSIGNMENT

The consultancy will be for a period of Two week from 20th October 2024

RESPONSIBILITY OF CSO INTERCEDE PROJECT

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



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. Relevant Educational Background: A degree in human resource management, organizational development, social sciences, or a related field, preferably with additional certifications in talent management or organizational behavior.
2. Proven Experience in Capacity Building: Demonstrated experience in developing and implementing succession and retention plans for non-profit organizations or civil society organizations, particularly in contexts similar to Sri Lanka.
3. Expertise in Mentorship and Leadership Development: A track record of designing and facilitating mentorship programs and leadership training initiatives that effectively enhance staff capacity and career progression.
4. Strong Analytical Skills: Experience in conducting capacity assessments and evaluations, with the ability to analyze data and translate findings into actionable strategies for workforce development.
5. Excellent written and verbal communication skills in English, Sinhala, and Tamil with the ability to produce high-quality reports and presentations.

KEY TERMS AND CONDITIONS

1. Payment will be made according to ADRA's payment schedule 30% after signing the agreement, 30% after completing deliverables 1–4 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 a month if the consultancy firm is not registered (according to the statutory requirement)
3. All Incidentals, accommodation, and travel required for the assignment are to be borne by the consultants except the traveling within the project field.
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.

EXPRESSION OF INTEREST

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

Project Funded by



Implemented by



1. A cover letter introducing the individual/organization, detailing how the required skills and competencies are met, along with an expression of interest. (Please submit the CV and cover letter separately for each location).
2. A cover letter introducing the individual/organization and how the skills and competencies described above are met.
3. A detailed proposal with budget – The budget should include all costs related to the consultant/resource person traveling and training, reporting, and other expenses related to the assignment.
4. Curriculum Vitae of the applicant/team members.

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 **REF2024-07-PRJ/CSO** - “consultancy service Design D-CSO-Specific Staff Succession and Retention Plans – CSO INTERCED Project .” on or before 12:30 pm of 20th of October 2024.

The consultant will be selected through a standard recruitment process.