

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 Activity 1.2.5 Design D-CSO-Specific Staff Succession and Retention Plans
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 focusing 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 Grassroot-level CommunityBased 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 OBJECTIVE OF THE ASSIGNMENT

The assignment aims to facilitate District-level Civil Society Organizations (DCSO) to enhance the governance and operational efficiency. It will be done through an evaluation conducted using a well structured evaluation matrix developed incorporating inputs form DCSO representatives. CSOs are to be facilitated in developing strategic plans focusing their Operational process such as business continuity planning, staff hiring processes, management of finances etc. Gender equality and inclusiveness are crosscutting areas to be considered for improving the operational excellence of CSOs.



SCOPE OF WORK & DELIVERABLES

Project is involved in 5 DCSOs in Anuradhapura district and 5 DCSOs in Nuwara Eliya District. Assignment is to be conducted devicing two separate teams for each district for better time management. It is encouraged to apply separately for each district if resources are not available for the applicants to deliver this for both districts under one assignment. Terms may differ if the proposal is submitted for only one district.

1. To Development of Evaluation Matrix : (time frame – One week)

Consultant is expected to develop a comprehensive evaluation matrix to assess the current operation of the CSO while focusing on Bylaws, Terms of Reference currently in use by CSO, Accountability mechanisms and safeguarding process in practice. Individual capacity assessments of CSO staff also to be identified for career growth opportunities and areas for skill development through this. Evaluation matrix is to be finalized incorporating feed back from Project representatives and representatives from DCSOs. Evaluation matrix is expected in English , Tamil and Sinhala Languages. Online meetings are encouraged in this process to better resource utilization.

2. Evaluate Governance and Operational Practices: (time frame – One weeks)

Evaluation is expected to be conducted simultaneously in both districts using the developed Matrix. Consultant is expected to visit DCSO at their office in conducting the evaluation. One working day of DCSO is allocated to participate in the evaluation process. Comprehensive evaluation report is expected to be produced by the consultant at the end of the exercise. Recommendations of this report are to be used in the development of a module for the facilitation of strategic plan development sessions.

3. Facilitation of Strategic Plan development for DCSOs: (time frame – One weeks)

Facilitate 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 staff capacity building on nutrition actions. This is expected to be delivered in two separate workshops conducted in each district. Workshops could span a maximum of three days with 5 representatives from each DCSO making the number of participants 25 in total per workshop. It is expected to conduct the workshop in Sinhala medium in Anuradhapura and in English in Nuwara Eliya district (Tamil language is to be used where necessary).

4. Facilitate DCSOs in developing Staff succession and retention plan

Complementing the above strategic plans, the consultant will facilitate the DCSOs to design staff succession and retention plans tailored to the needs and aspirations of each of the 10 D-CSOs. DCSOs 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. (One day workshop in addition to 3 days for Strategic plan workshop above)



5. Introduce a dashboard system for the D-CSO to self-assess and monitor their governance and operational excellence.

It is expected the consultant to Facilitate D-CSO to develop electronic dash bord system using a computer applications (Eg.MS Excel, etc.) used for day to day office operations, to self-assess and monitor their governance and operational excellence

6. Submission of the final report: (time frame – One weeks)

It is expected the consultant to submit a final comprehensive report on the assignment.

NO	Deliverables	Description
01	Evaluation Matrix	In English, Sinhala and Tamil medium (Editable soft version and PDF annexed to the final report)
02	Evaluate Governance and Operational Practices -Evaluation report	Evaluation report on the evaluation conducted with DCSOs highlighting the recommendations to address through stratergic development exercise.
03	Deliver Strategic Plan development session	-Session plan is finalized prior to the session -Activity completion report is submitted after the session Out put (by DCSOs) -Draft Strategy Plans for each DCSO -Draft Capacity building plan document -Draft policy documents
04	Facilitate Staff succession and Retention plan	Out put (by DCSOs) -Staff succession and retention plan document
05	Facilitate to develop a dashboard system for the D-CSO	Out put (by DCSOs) -Draft Dash board to monitor the progress of stratergi plan,
06	Final report on the excersice.	

DURATION OF THE ASSIGNMENT

The consultancy will be for a period of one month from 15th November 2024.

DUTIES AND RESPONSIBILITIES

INTERCEDE Projects Responsibilities:

- I. **Coordination with DCSOs:** Coordinate with each DCSOs in organizing online meetings and scheduling to conduct the evaluation
- II. **Session Coordination and Logistics:** Coordinate and arrange suitable venues with adequate space for the consultancy sessions, facilitating an environment conducive to planning and training activities. Project will

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incur the cost for venue, refreshment and meals for participants during the strategic planning sessions in both districts.

- III. **Provision of Base Documents:** Furnish necessary foundational documents such as project proposals to assist the consultant in aligning the consultancy with existing organizational frameworks.
- IV. **Clear Orientation and Guidance:** Provide comprehensive orientation and clear guidance to the consultant regarding expected outputs, ensuring alignment with the project's objectives and desired outcomes.
- V. **Mobilization of DCSO representatives:** Establish the linkages with the DCSOs and responsible for mobilizing the representatives to the sessions / meetings.
- VI. **Traveling within the project Area:** Project provides the traveling from Project field office to the field in conducting evaluation and strategic planning sessions to the consultant.

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.

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KEY TERMS AND CONDITIONS

Approximate budget for the consultancy is **LKR 500,000** per district.

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.

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" on or **before 12:30 pm of 11th of November 2024.**

The consultant will be selected through a standard recruitment process.