

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



**TERMS OF REFERENCE
CONSULTANCY SERVICE FOR
FACILITATE THE IMPLEMENTATION OF THE CSO INCOME DIVERSIFICATION PLAN.**

This Terms of Reference (TOR) outlines the purpose, scope, and deliverables for engaging a consultant or consultancy firm to support the implementation of the CSO Income Diversification Plan under Activity 1.3.2. This activity is designed to strengthen the financial resilience of two Lead District-Level CSOs (D-CSOs) and 40 GN-Level CSOs (GN-CSOs) by equipping them with tailored strategies, skills, and resources to diversify income sources and enhance their sustainability.



Project	CSOs Improving Nutrition in Tea Estate and Rural Communities through Enhanced Service Delivery and Empowerment (CSO- INTERCEDE)
Title	Activity 1.3.1: Facilitate Horizon Scanning of Opportunities to Increase CSO Income.Facilitate the Implementation of CSO Income Diversification Plan (Activity 1.3.2)
Location	Norwood DS Division of the Nuwara Eliya District
Duration of the assignment	18 months

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 Grama Niladhari-level Civil Society Organizations (GNCSOs) 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

It has been identified a key contributing challenge faced by CSOs in **NE District** include a high dependency on external funding and lack financial stability. Similarly, GN-CSOs have a lack of economic opportunities which limit their ability to engage in development activities. It is aimed to ensure the operational and financial sustainability of CSOs by developing comprehensive long-term roadmaps for their actions to facilitate and attract donations through fundraising initiatives.

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Key objectives;

01. Facilitate Horizon Scanning of Opportunities to Increase CSO Income.

Consultant is expected to take initiatives to enhance the financial sustainability of D-CSOs and GN-CSOs by facilitating a horizon scanning of income-generating opportunities along with the support of relevant professionals contributing the local economy of the district, Project team and CSOs in the district.

02. Facilitate the Implementation of CSO Income Diversification Plan.

Consultant is expected to guide in strengthening the financial resilience of **5 D-CSOs and 20 GN-CSOs** in Nuwara Eliya district through the implementation of income diversification plans. The consultant is also expected to facilitate D/GN-CSOs to develop tailored income diversification strategies based on the identified opportunities through trainings that will equip them with the necessary skills for effective business plan development.

SCOPE OF WORK & DELIVERABLES

The consultant will be responsible for the following: All the numbers are given per District. Same will be applicable for both districts.

NO	Deliverables	Description
01.	Assessment report of DCSOs and GN-CSOs financial sustainability. – Desk Study	-Engage with the project team to understand the existing financial challenges and opportunities for D-CSOs and GN-CSOs. -Conduct an initial assessment of the financial sustainability of the CSOs in the target regions.
02	Horizon scanning report outlining income-generating opportunities and strategies	-Conduct a comprehensive horizon scan to identify local, national, and international funding sources. -Explore potential income-generating strategies, including partnerships with businesses, social enterprises, and government programs through an assessment and desk study. - Mobilize a panel of local professionals contributing to the region's economy to provide input – a discussion with local professionals to get inputs
03	Facilitation of 03 workshops for discussions with stakeholders	-Facilitate 01 workshop with 05 DCSOs in Nuwaraeliya (NE) district. 10 workshops will be conducted for GNCSOs (NE), with two GNCSOs combined per session. Each session will engage participants in identifying business opportunities and strategic approaches for sustainable development. Getting the participation of the above panel to present their inputs on CSOs' capacities and needs, how to align opportunities available, findings and recommendations.

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		<p>A workshop for DCSOs and GNCSOs will be conducted using the most appropriate tool, as recommended by the consultant.</p> <p>The consultant should ensure that business opportunities and strategies for DCSOs and GNCSOs are identified through active engagement.</p> <p>The workshop training materials will be provided by the consultant</p>
04	Facilitation of 03 meetings on progress review and realigning the strategies.	<p>-Facilitate 03 meetings with the representatives from DCSOs and GN CSOs in reviewing the progress of initiated income diversification plan at the interval of 6 month in between each.</p> <p>The consultant should submit a review or monitoring format. The review will be conducted based on the identified milestones and will require approximately three days for the entire period.</p>
05	Business Development Training for D-CSOs	-Conduct a One day training session for 05 D-CSOs in Nuwaraeliya focusing on advanced business planning, market analysis, financial management, income diversification strategies, and Networking & Partnerships.
06	Business Development Training for GN-CSOs	- Conduct ten half-day training sessions for 20 GNCSOs in Nuwara Eliya, grouping two GNCSOs together per session. covering basic business skills, Market Analysis, sustainable income generation strategies, and community-focused business development (GN CSO based Business Plan proposal)
07	Savings Scheme Promotion	Introduce a savings scheme,encouraging GN-CSOs and their Household Networks to enhance financial resilience and self-sustenance.
08	Providing a comprensasive report	<p>Including;</p> <ul style="list-style-type: none"> -Recommendation, financial estimates and technical support required to implement 20 income-generating ventures for GN-CSOs, tailored to their local contexts and capacity levels along with 20 business proposals developed by GN CSOs. - Recommendation, financial estimates and technical support required for one innovative income-generation ventures led by D-CSOs to pilot scalable and impactful business models along with 05 business proposals developed by DCSOs <p>-Developed tools to monitor the progress.</p>

DURATION OF THE ASSIGNMENT

The consultancy will be for a period of 18 months from April 2025;

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(All deliverables should be completed within the first month, Except two review meetings scheduled at six-month intervals after the training. Therefore, the consultancy is designated as an 18-month service)

RESPONSIBILITY OF CSO INTERCEDE PROJECT

1. Responsible for the overall coordination of activities in the field and serves as the primary liaison between the consultant and District-level Civil Society Organizations (D-CSOs).
2. Allocating necessary resources and coordinating duties. This includes providing logistical arrangements.
3. Working with the D-CSO to ensure payments are made in a timely manner.
4. Provide overall vision for the activity.

LIAISON

Programs Manager – ADRA Sri Lanka

Project Manager- Anuradhapura

Project Manager- Nuwara Eliya

REQUIRED QUALIFICATIONS AND OTHER TRAITS

1. A minimum of a Master's degree in Business Administration, Economics, Development Studies, or a related field.
2. At least two years of experience in income generation, business development, or financial sustainability programs, preferably within the NGO or CSO sector.
3. Proven expertise in conducting capacity-building programs and delivering training on business plan development and income diversification.
4. Experience in facilitating exposure visits and cross-learning initiatives.
5. Knowledge of the socio-economic context of Sri Lanka, particularly in working with CSOs at district and GN levels.
6. Familiarity with savings schemes and community-based financial management systems.
7. Excellent communication, facilitation, and reporting skills in English and local languages (Sinhala and/or Tamil).

KEY TERMS AND CONDITIONS

Total value of the Contract is **LKR 300,000/= for Nuwaraeliya district**

1. Payment will be made according to ADRA's payment schedule 30% after signing the agreement, 30% after completing deliverables 1–6 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.

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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.

Budget template;

NO	Deliverables	Qty	Per unit Rate	Amount (LKR)
01.	Assessment report of DCSOs and GN-CSOs financial sustainability.			
02	Discussions with stakeholders/ key professionals			
03	Horizon scanning report outlining income-generating opportunities and strategies			
04	Facilitation of workshops for (05) DCSOs in Nuwaraeliya	1	15000.00	15,000.00
05	Facilitation of workshops for (20) GN CSOs in Nuwaraeliya	10	10,000.00	100,000.00
06	Facilitation of 03 meetings on progress review and realigning the strategies.	3	10,000.00	30,000.00
07	Business Development Training for 05 DCSOs in Nuwaraeliya	1	15,000.00	15,000.00
08	Business Development Training for (20) GN CSOs in Nuwaraeliya	10	10,000.00	100,000.00
09	Savings Scheme Promotion	1		
10	Providing a comprehensive report	1	40,000.00	40,000.00
	Total			300,000.00

EXPRESSION OF INTEREST

1. A cover letter introducing the individual/organization, detailing how the required skills and competencies are met, along with an expression of interest, should be submitted. If applying for both districts, please provide separate CVs and cover letters for each location.
2. 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.

APPLICATION PROCESS

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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: Facilitate the Implementation of CSO Income Diversification Plan – Nuwaraeliya District (Activity 1.3.2) on or before 12:30 pm on the 4th April 2025.

The consultant will be selected through a standard recruitment process.