

**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 Civil Society Organizations (CSOs) Income Diversification Plan. This activity is designed to strengthen the financial resilience of two Lead District-Level CSOs (D-CSOs) and 40 GN-Level CSOs (GN-CSOs) in both Nuwaraeliya and Anuradhapura by equipping them with relevant strategies, skills, and resources to diversify income sources and enhance their sustainability.

|                                   |   |
|-----------------------------------|---|
| <b>Project</b>                    | CSOs Improving Nutrition in Tea Estate and Rural Communities through Enhanced Service Delivery and Empowerment (CSO- INTERCEDE)   |
| <b>Title</b>                      | <ul style="list-style-type: none"><li>• Activity 1.3.1: Facilitate Horizon Scanning of Opportunities to Increase CSO Income.</li><li>• Activity 1.3.2: Facilitate the Implementation of CSO Income Diversification Plan</li></ul> |
| <b>Location</b>                   | Palagala DS Division of the Anuradhapura District   |
| <b>Duration of the assignment</b> | 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 District Level Civil Society Organizations (D-CSO) in Anuradhapura District include a high dependency on external funding and lack financial stability. Similarly, GN-CSOs (Kantha Sanvidhana, Women Rural Development Societies (WRDS) and Mau Haula (Mother-support Groups), Elder societies, Youth societies, Sanasa, Farmer Societies, Rural Development Societies, Estate CBOs, and Death



Benevolence Society) have a lack of economic opportunities which limit their ability to engage in development activities.

This assesement is aimed to ensure the operational and financial sustainability of D CSOs and GNCSOs by developing comprehensive long-term roadmaps for their actions.

## **Key Activities;**

### **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. This will be carried out with relevant stakeholders/professionals such as local government officers, private sector actors, community leaders, professionals contributing to the local economy, and the project team. The purpose of this activity is to explore ways these organizations can strengthen their financial base by identifying the local resources, market trends, and emerging opportunities in the district/ division.

- Conduct an initial assessment
- Stakeholder consultation
- Produce Horizon scanning report
- Facilitation of workshops for discussions with stakeholders and D/GN CSOs

### **02.Facilitate the Implementation of CSO Income Diversification Plan.**

The consultant is expected to facilitate D/GN-CSOs to develop context specific income diversification strategies based on the opportunities identified through the horizon scanning process.

The consultant is also expected to support the strengthening of 5 D-CSOs and 20 GN-CSOs in building financial resilience and sustainability via delivering targeted training sessions focused on business development planning. The consultant will guide these CSOs in the implementation of their income diversification plans. This trainings will be equipping them with the necessary skills for effective business plan development and implementation

## **SCOPE OF WORK & DELIVERABLES**

The consultant will be responsible for the following: All the numbers are given in District.

| NO  | Deliverables   | Description  |
|-----|--|--|
| 01. | Assessment report of DCSOs and GN-CSOs financial sustainability. – Desk Study    | <ul style="list-style-type: none"> <li>Engage with the project team to understand the existing financial challenges and opportunities for D-CSOs and GN-CSOs.</li> <li>Conduct an initial assessment of the financial sustainability of the CSOs in the target regions.</li> </ul>   |
| 02  | Horizon scanning report outlining income-generating opportunities and strategies | Conduct a comprehensive horizon scanning exercise with the collaboration of key stakeholders, local economic actors, and CSO representatives. It will identify viable and context-specific income-generating opportunities for District and Grama Niladhari-Level CSOs (D-CSOs and GN-CSOs), based on the socio-economic conditions of the Nuwaraeliya district. |

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|           |   | <p>Through a combination of desk research and stakeholder consultations, the report explores a variety of potential income-generating strategies.</p> <p>Horizon scanning report should included an overview of the local economic landscape and market trends, potential income-generating sectors and initiatives, Strategic recommendations for income diversification, models of successful community-based income generation activities. These include opportunities for partnerships with private businesses, development of social enterprises, and engagement with relevant government programs that support community-based economic development.</p> <p>The purpose of the report is to serve as a strategic guide for CSOs to plan and implement sustainable income-generation activities that enhance their financial independence and long-term impact.</p> |
| <b>03</b> | <p>Facilitation of 05 workshops</p> <ul style="list-style-type: none"> <li>01 workshop with 05 DCSOs in Anuradhapura (AP) district.</li> <li>04 workshops to be conducted for GNCSOs as cluster base</li> </ul> | <p>The workshop is to be delivered using appropriate and effective training materials and training tools developed by the consultant.</p> <p>These workshops will support both D-CSOs and GN-CSOs in identifying relevant business opportunities and strategic approaches to their specific context and operational capacity.</p> <p>The relevant stakeholders including local professionals, government representatives, and private sector actors to be engaged in the workshops to provide input on the current capacities and needs of the CSOs, how to align existing economic opportunities with CSO goals, and recommendations for sustainable financial development</p>  |
| <b>04</b> | Facilitation of three (03) meetings on progress review and realigning the strategies.   | Facilitate 03 meetings with the representatives from DCSOs, GN CSOs, relevant stakeholders in reviewing the progress of initiated income diversification plan at the interval of 6 month in between each.  |
| <b>05</b> | 01 Business Development Training for D-CSOs   | Conduct a One day training session on business plan development for 05 D-CSOs in Anuradhapura focusing on advanced business planning, market analysis, financial management, income diversification strategies, and Networking & Partnerships.   |
| <b>06</b> | 04 Business Development Training for GN-CSOs  | <p>- Conduct four training sessions for 20 GNCSOs in Anuradhapura ( representatives from 5 CSOs in one training )</p> <p>These trainings will cover key areas of business plan development focusing on basic business skills, Market Analysis, financial management, sustainable income generation strategies, and Networking &amp; Partnerships, and community-focused business development tailored to the level of GNCSOs.</p> <p>This training will be designed to support GN-CSOs in drafting their own business plan proposals, considering to their specific contexts and organizational capacities. By the end of the training, each GN-CSO is expected to submit a completed business plan proposal that reflects their vision for sustainable, GNCSO-based income generation.</p>  |

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| 07 | Savings Scheme Promotion               | The consultant is expected to introduce a savings scheme, encouraging GN-CSOs and their Household Networks to enhance financial resilience and self-sustenance.   |
| 08 | Providing a comprehensive final report | <p>The consultant is expected to provide a comprehensive final report including;</p> <ul style="list-style-type: none"> <li>• Assessment Process and Achievement of Deliverables</li> <li>• The business proposals of 20 GNCSOs with financial estimates based on their local contexts and capacity levels developed by 20 GN CSOs and 5 DCSO.</li> <li>• Identify and recommend one innovative income-generating venture led by a District-Level CSO (D-CSO) that has high potential for scalability and community impact</li> <li>• A comprehensive outline of the technical support required to implement the 20 income-generating ventures for GN-CSOs and the 1 lead D-CSO.</li> <li>• Development of tools to monitor the progress of the income-generating ventures, along with clear instructions for the project team</li> </ul> |

### DURATION OF THE ASSIGNMENT

The consultancy will be for a period of 18 month from 20<sup>th</sup> May 2025.

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. Provide overall vision for the activity.

### LIAISON

Project Coordinator-CSO Intercede Anuradhapura- ADRA Sri Lanka

### REQUIRED QUALIFICATIONS AND OTHER TRAITS

1. A minimum of a Master's degree in Business Administration, Economics, Development Studies, or a related field. Specialization in community development, micro socio-enterprise development, or sustainable livelihoods is preferred.
2. Minimum 3 to 5 years of experience in income generation, business development, or financial sustainability programs, preferably in the CSO sector.
3. Proven expertise in conducting capacity-building programs and delivering training on business plan development and income diversification.
4. Knowledge of the socio-economic context of respective district, particularly in working with CSOs at district and GN levels.

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5. Familiarity with savings schemes and community-based financial management systems.
6. Excellent communication, facilitation, and reporting skills in English and local languages (Sinhala).

## KEY TERMS AND CONDITIONS

Total value of the Contract is **LKR 350,000.00/=**

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.
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

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

Interested candidates (consultants/ consulting agency) should send the express of interest by e-mail to [hr@adrasrilanka.org](mailto:hr@adrasrilanka.org) with the subject title stating “**consultancy for: CSO Income Diversification Plan – Anuradhapura**” on or before 12:30 pm on the **14<sup>th</sup> of May 2025**.

The consultant will be selected through a standard recruitment process. Only selected applicants will be informed.