

**Formulation of a Three-Year Corporate Plan for 2018-2020 for
Sri Lanka HarithaDanawBimSanwardhanaMadhyamaAdhikariya
(Hadabima Authority) functioning
under the Ministry of Regional Development**

Terms of Reference for a Consultancy Assignment

1. Background

The National Agricultural Diversification and Settlement Development Authority (NADSA) was established as per the extra ordinary Gazette notification No. 302/12 of 1978 under the provisions of Agricultural Corporation Act No. 11 of 1972. The functions assigned to the Authority were.

- i. Planning the agricultural diversification and settlement development and connected watershed management, co-ordination and implementation of the plans by the corporation or non-governmental organization in the areas as decided by the Minister from time to time.
- ii. Obtaining the maximum productivity from the lands taken over by the institute, protect the environment, land and water sources, connected watershed conservation and management of activities pertaining to settlement development.
- iii. Engage in the process of agricultural produce and the sales.
- iv. Establish of agricultural equipment and machinery units required for the agricultural diversification and settlement development, maintaining and implementing them.
- v. Take all the relevant steps to engage in the above i-iv activities in the already identified and specified areas.

The key project of the NADSA institute was to develop the 5000 acres in Kegalle and Kandy districts. Under the project 5000 acres of land was distributed among identified 5000 farming families and these lands were converted as settlements by allocating $\frac{3}{4}$ acre for the cultivation and $\frac{1}{4}$ acre for the dwelling.

The Authority was re-structured and re-organized under the name of Sri Lanka Settlement Development Central Authority (Hadabima Authority) as per the government Gazette No. 687/5 published on 7th November 1991. Thereafter, geographical coverage of operations was extended to include Matale, NuwarEliya, Badulla, Ratnapura and Monaragala districts in addition to Kegalle and Kandy. Thereafter, 30000 acres were distributed among farming community and activities were further stretched. Later Kurunegala district was also included for implementation of project activities.

2. The present government transferred the Hadabima Authority to Ministry of Regional Development from the Ministry of Agriculture under which is operated from 1978 to 2016 with view to strengthening and to ensuring better service delivery as per the extra ordinary gazette notification No. 1958/72 dated 18th March 2016. That was in the line with the development vision and strategy of the new government.

3. Present Situation

It has now become necessary to revisit the vision and mission of the Authority and to review activities hitherto implemented with a view to align activities contributing the Ministry Mandate and Economic Development of the country. As of now, funds available for operations is limited on one hand and the demand for services in terms of quality and quantity is increasing to other geographical areas covering entire Island on the other hand. Drafting amendments to the gazette notification for expanding the activities of Hadabima Authority has to be considered in reviewing the future role of the Authority.

4. Objective of the Assignment

The objective of the assignment is to formulate a strategic Corporate Plan for 2018 to 2020. In this exercise history of the organization, previous performance and recent study done by the new Ministry should be reviewed. All relevant stakeholders should be consulted.

External (societal and task) and internal environment should be scanned. SWOT and other appropriate analytical tools, such as portfolio analysis, growth share matrix, nine cell matrix should be used if found necessary.

Thereafter new vision, mission, strategies, goals, objectives and activities should be determined considering the present and future needs. New organization structure should be developed as appropriate for the implementation of the Corporate Plan including Human Resource Development plan. In addition monitoring and evaluation mechanism should be developed to track the progress in order to ensure achievement of expected results.

5. Scope of Work

- 5.1 Study historical background of the Hadabima Authority.
- 5.2 Critically examine activities implemented by the Authority in the recent past.
- 5.3 Study the functions of other agencies implementing similar activities.
- 5.4 Consult all key stakeholders.
- 5.5 Study the nature and types of issues encountered by the Authority.
- 5.6 Analyze the Authority using appropriate tools.
- 5.7 Formulate the Corporate Plan (Vision, mission, strategies, goals, objectives, activities)
- 5.8 Develop the organization structure appropriate for implementation of the plan.

- 5.9 Conduct a Training Needs Analysis and formulate HRD Plan.
- 5.10 Make presentation to the representative of stakeholders for validation of the plan.
- 5.11 Submit the final Corporate Plan organization structure for HRD plan.

The activities should be implemented under the immediate supervision and guidance of the Secretary, Ministry of Regional Development and the Chairperson of Hadabima Authority

6. Assistance of the Hadabima Authority

Hadabima Authority will provide guidance, data, information, assistance to communicate with all staff relevant stakeholders, partners and other facilities required for activities connected with the assignment. The Acting Executive Director will be appointed to function as the focal point to liaise with the consultants and deal with all matters pertaining to this assignment.

7. Duration

The assignment should be completed within 120 days.

8. Deliverable of the Assignment

- 8.1 Work plan of the assignment indicating activities to be carried out with time targets should be submitted within 5 days.
- 8.2 Draft Corporate Plan and the HRD plan should be submitted along with a Power Point Presentation within 90 days.
- 8.3 A validation workshop should be organized to consult the stakeholders within 100 days.
- 8.4 Final Corporate plan and HRD plan should be submitted within 120 days.

9. Qualifications or specialized Expertise / Experience required for the assignment

- 9.1 Competency and experience in strategic and corporate planning and human resource development.
- 9.2 Comprehensive knowledge and understanding on policies, regulations, work processes and procedures of public service.
- 9.3 Experience in planning and implementing rural development projects.
- 9.4 Ability to communicate effectively with all relevant stakeholders.
- 9.5 Experience in conducting research activities.
- 9.6 Analytical and problem solving skills.
- 9.7 Knowledge and understanding on similar development programs in other countries.
- 9.8 Experience in working with general public particularly at grass-root level and understanding on common problems encountered by people.
- 9.9 Competency in writing reports and making effective presentations.
- 9.10 Academic / professional background in statistics, management, economics, public policy and Bachelor's level and / or Masters' level degree qualifications with at least 10 years at senior level in public service.

10. Terms and Conditions

Individual consultants or dulyregistered consulting firms are eligible to undertake the assignment. However since required competencies and experience are within a wide range of disciplines, more preference is given to Expression of Interests (EOI) from consulting firms.

Hadabima Authority will enter into an agreement with selected consulting agency and make payments as agreed upon on systematic implementation of the work plan of the assignment and timely delivery of services.

Data and information collected during the implementation of the assignment should be treated strictly confidential and should not be used for any other purposes or disclosed to a third party without prior approval from Hadabima Authority.