

## **ToR for consultancy service to support FFBS system orchestration (SOS) initiative of CARE Nepal**

### **Background**

CARE is a leading humanitarian organization committed to saving lives and fighting poverty and social injustice. It has been working in over 100 countries across the globe. Working alongside a vast network of partners globally, CARE works to rebuild and improve the lives of the most disadvantaged, poor, and vulnerable communities.

CARE started its operations in Nepal in 1978 and is one of the first international aid agencies to work in the country. During the last 4 decades, CARE Nepal has been working with the most vulnerable communities of Nepal to address the issues of poverty and social injustice, along with challenging harmful social practices, building capacities and empowering livelihoods. Today CARE Nepal works to address systemic and structural causes of poverty and social injustice such as discrimination based on gender, caste, class, ethnicity, or geography. CARE supports humanitarian actions to address vulnerabilities from climate change and natural disasters. CARE works with marginalized women and adolescent girls to ensure their empowerment, wellbeing and dignity through social transformation and access to quality social and economic services.

### **CARE Nepal's System Orchestration Initiative**

CARE's System Orchestration Initiative emphasizes the role of CARE in convening, supporting, and partnering with multiple local actors and diverse stakeholders – such as government, civil society, private sectors, development partners, and community-based organizations – to ensure that best-in-class interventions are ultimately adopted, implemented, and paid for by local system actors through systems integration that ensures sustained impact on people's lives. In June 2022, CARE-USA Impact at Scale team initiated a Systems Orchestration and Model Country Office (CO) transformation effort with CARE Nepal, supporting the CARE Nepal team to develop a Systems Orchestration Strategy (SOS) for scaling Farmer Field and Business School (FFBS) programs. The aim was to guide the country team in transitioning from being a mere funder and implementer to achieving full ownership and operation of FFBS programs by local system actors within the country. This approach, which envisions local government, civil society, and private sector structures taking responsibility, demonstrating capability, and committing to scaling and evolving these programs over time, is critical to sustainability of impact and outcomes. This effort resulted in the development of a blueprint to establish the foundation for system integration and impactful scaleup of FFBS programs in Nepal over the global FFBS Scaleup project, with the enthusiastic commitment of key Nepali institutions secured.

### **Objectives of the initiative**

a. Ensuring macro and meso system structures – i.e., the federal and provincial governments, respectively – are (i) enacting and enforcing policies, (ii) establishing and implementing strategies and programs, and (iii) providing resources to promote and support actively municipal structures – notably, government and its civil society and private sector partners – to sustain and scale FFBS, focusing both on the respective development sectors and the program's integrated operation.

b. Ensuring and enabling the authority and influence of lead institutional structure at all levels – e.g., the Ministry of Agriculture and Livestock Development – that operates at both the macro and meso levels to motivate and mobilize, or orchestrate, the decisions and actions of other critical development structures at the same two levels to play their respective roles related to the system integration, well-functioning of the systems, and impact at scale of FFBS in a coordinated manner; and

c. Supporting different structures and authorities at the municipality and ward levels to implement FFBS in a fully coordinated and sustained way, again identifying, enabling, and motivating one key structure to mobilize and guide stakeholders across the many essential development domains and from government, civil society, and the private sector, to achieve optimal results, serving as a model for other local structures to emulate.

CARE Nepal seeks consultancy service to manage the SOS initiative in close collaboration and coordination with the focal points at country office and strategic/implementation partner. The consultancy period is expected to last 46 days over 6 months.

### **Position summary**

The consultant will be responsible and accountable for undertaking and managing all the activities developed to drive the system orchestration initiative including planning, coordination, execution, monitoring, and reporting of the SOS initiative. The consultant will internalize the concept and processes of the initiative through detailed review and study of concept notes, proposal, existing reports documents, guidelines, blueprints, briefs developed so far and other relevant documents along with thorough discussion with CARE country focal and strategic partners team and CARE USA leads. She/He will work closely with focal points at care Nepal and its strategic partner, NFGF, to ensure the objectives of the initiative are met within the defined timeline and budget. The incumbent will be responsible for ensuring effective documentation, developing, and sharing learnings and best practices and ensuring timely and high-quality reporting to the donors. Through close collaboration and coordination with wider stakeholders (government, private sector, CSOs), she/he will ensure adaptive management of the initiative to maintain course of action and achievement of overall objectives.

### **Job responsibilities**

1. Facilitate process for the endorsement of FFBS SOS directive and mechanism at the federal level through policy dialogues, discussion, influencing and roll out mechanisms to provincial and local levels for scaling.
  - Arrange consultation with relevant government stakeholders, I/NGOs, private sectors, and other relevant actors to commit together to the system integration goal & broad strategy and endorse the FFBS SOS directives at federal level.
  - Facilitation and technical support embedded to the concerned government agencies as required.
  - Technical assistance embedded at the department of Agriculture institute, set up mechanisms at federal, province and local level as per the directives.
  - Initiate coordination meetings with the Madhesh Province Ministry of Agriculture to discuss the province's future direction for provincial approach to agricultural extension services and identifying practical ways forward based on FFBS SOS directive once passed at the federal level.
  - Advocate for conditional grants on FFBS from federal and provincial level and support advocacy at local governments in allocation of budget in FFBS.

- Technical support provided to the partner organization to mainstream the FFBS-SOS mechanism through governments program and budget.
  - Separate advocacy & organization of a consultation with all potential system actors to commit to & align around a shared FFBS directive—at central level, bringing in representatives of local levels.
  - Support in establishing/strengthening operational mechanisms for implementation, monitoring, and reporting of municipal FFBS SOS strategy and Municipal SOS committees' operation.
  - Support in the SOS Practices scaling, orientation, meeting, and policy strengthening support in additional municipalities of working areas with engagement with NARMIN/MUAN/other stakeholders.
  - Technical assistance provided to scale the FFBS-SOS system aligning with stakeholders and sectorial interrogation.
  - Ensure timely and required coordination, communication, and collaboration among stakeholders across federal, provincial, and local level to drive the system orchestration functions including monitoring of the progress and functioning outlined in the SOS implementation structure.
  - Ensure appropriate planning of activities to engage stakeholders across all levels including timeline to undertake activities.
  - Establish a well-functioning communication system lead by system orchestration actor.
  - Regularly meet with stakeholders across all three levels to establish and manage relationships and convene workshops and meetings to drive system orchestration processes.
  - Identify achievements and key challenges in the proper operationalization of SOS implementation structures at all three levels.
2. Oversee production and strengthening of technical materials across domains.
- Engage other system stakeholders to harmonize, refine, identify, & create technical resource materials & training modules if required.
  - Assessment of capacity & gaps / training needs of different training & personnel across the different stakeholders for each of the four FFBS technical domains
  - Oversee training related activities on capacity building of NFGF local networks and local SOS committees.
  - Update and oversee implementation of a technical assistance package with documentation, guides, reporting tools for each of the four FFBS technical domains.
  - Support to Develop a Farmer Field and Business School (FFBS) System Orchestration Strategy and knowledge products.
3. Support strengthening of procedures & capacity to operationalize FFBS.
- Identify the aspects of FFBS to incorporate into plans & budgets at the respective administrative levels & for the four technical domains; Elaborate templates & strategies for including FFBS elements in system stakeholders' plans & budgets.
  - Collaborate with local level to establish Agriculture and livestock technicians to function as FFBS SOS facilitator, coordinates of monitoring, learning, and reporting systems and to also acts as a secretariat for FFBS SOS implementation.
  - Support in capacitating the staff who will be responsible for the respective FFBS operational functions to ensure each staff member's satisfactory fulfillment of its FFBS roles

- Support in introducing systems & strategies to monitor, support, enforce, and adjust the performance of system FFBS operation staff to ensure satisfactory fulfillment of their FFBS functions.
  - Strengthen internal & external communications practices & pathways, including with the use of digital tools.
  - Strengthen the quality & operation of structures & strategies to “pay attention” to the model’s implementation, ensuring that local agents are receiving the guidance, support, & resources they need to succeed with the Producer Groups & capturing lessons-learned both to strengthen the core “package” & to improve how it is supported & scaled across the wards
  - Strengthen the strategies for communicating, coordinating, & collaborating across FFBS stakeholders, both with institutions (by sector or administrative level) & across institutions, aiming to maximize quality & efficiency
  - In collaboration with national and sub national government, support to ensure consistency and adequate layout across the system for resource allocation and execution.
4. Oversee progress tracking, monitoring, process documentation of the initiative including timely sharing and production of knowledge products.
- Develop plans, templates, and processes for tracking progress of the initiative.
  - Ensure timely and appropriate monitoring of the activities.
  - Ensure regular documentation of implemented activities including documentation of lessons learned, challenges and best practices.
  - Share reports, major findings, and other relevant information to national level staff and focal points in CARE USA on a regular basis.
  - Liaise with national level relevant staff members to develop knowledge products and plan for its timely dissemination.
5. Cross-cutting Responsibilities
- Maintain consultation with CARE Nepal focal points, NFGF, CARE USA & other international stakeholders to advise & support the ongoing process.
  - Adherence to CARE’s Code of Conduct including compliance with PHSEA, and safety and security guidelines,
  - Review CARE Nepal existing policies and suggest appropriate space to that include/ promote system orchestration modality.
  - As requested, and required by the line manager, engage in relevant tasks and responsibilities accordingly.

### Deliverables and timelines

High level deliverables expected from the incumbent:

Phase	LoE	List of deliverables
<b>Phase 3</b>	Approximately 46 days from June to November	<ul style="list-style-type: none"> <li>• Meeting notes/summary report/briefs based on consultative meetings throughout the implementation period.</li> <li>• Endorsed FFBS SOS guideline at federal, local, and provincial level</li> <li>• Implementation report on FFBS SOS capacity building activities</li> <li>• Updated FFBS SOS monitoring and evaluation protocol/guideline/reporting formats</li> <li>• Process documentation reports</li> </ul>

### Detailed activities with LoE

Activities	Action	LoE (days)	Deliverable
<b>Local government Capacity building for FFBS SOS implementation</b>	Series of Meeting with executive Committees on implementation of endorsed FFBS SOS guidelines at local level  Discussion and advocacy	<b>6</b>	Operational mechanism of FFBS SOS at local level
<b>Municipal level Facilitation and mobilization (Local Facilitator)</b>	Municipal level orientation and Action plan development with local facilitators and municipal NFGF leads	<b>3</b>	Meeting report with action plan
<b>Capacity development of NFGF local networks and Local level SOS committee</b>	Orientation to Orchestration system implementation to Municipal committee/Stakeholders	<b>4</b>	Orientation materials
<b>FFBS SOS Practices in 6 municipality</b>	Rapid stock taking on status of SOS committee and SOS implementation in 6 municipalities	<b>4</b>	Brief status report
<b>FFBS SOS Practices scaling in other LGS</b>	Prepare Scale up package materials major FFBS SOS components and capturing achievements, benefits of FFBS SOS practice  Coordination with MUAN/NARMIN/ other stakeholders and influence	<b>2</b>	Package and Pitch decks  Meeting notes
Hold consultative meetings at federal level with wider stakeholders and provide required technical support	Series of Meeting and discussion	<b>8</b>	Meeting and decision notes
<b>Province level policy support, meeting and engagement</b>	Awareness material, policy brief development	<b>5</b>	<b>Endorsed FFBS SOS directive</b>

Support local governments to ensure meaningful participation of actors in line with SOS implementation structure and prototype	Meetings and Discussion	<b>8</b>	Meeting and decision notes
Support steering committees to drive FFBS efforts to reflect in annual planning and budgeting process	Meetings and Discussion		
Ensure regular monitoring of the meetings, decisions made, actions implemented by the steering committees	Meetings and Discussion		
Providing technical assistance to drive FFBS-related policies and support to address challenges in its implementation	Meetings and Discussion		Technical assistance plan and procedures
Ensure regular coordination and sharing with federal and provincial level government officials for documentation of progress	Process Documentation	<b>4</b>	Meeting and decision notes including sharing products (briefs, slide decks)
Internal sharing of the progress and learning with wider team	<b>Meeting and discussion</b>	<b>2</b>	
TOTAL days		<b>46</b>	

### Qualifications:

#### Education, Training, Experience and Skills

- A master's degree in agricultural science, agronomy, agribusiness, agricultural economics, or a related field is often required. Alternatively, a degree in project management or business administration with relevant coursework or experience in agriculture would be suitable.
- Proven experience working closely and collaboratively with multiple stakeholders, especially government and CSOs.
- Familiarity with agricultural practices, techniques, and technologies in the context of Nepal especially at the local/municipality level.
- Previous experience in project coordination or management, especially engaging closely with government, CSOs, and other stakeholders is highly beneficial. Experience with project planning, scheduling, resource allocation, and monitoring progress are essential skills for this role.
- Strong understanding on political economy in agriculture sector and knowledge on nuances on how the government of Nepal functions at three levels is desirable
- Strong negotiation and communication skills are essential for coordinating with diverse stakeholders including farmers, government agencies, NGOs, researchers, and community

members. Clear and effective communication ensures that project goals, requirements, and updates are understood by all parties.

- Assertive and diplomatic handling of procedural bottlenecks for policy, guideline implementation.
- Demonstrated ability to identify and address challenges that arise during the project is crucial including ability to adapt to the changing situation n to manage and apply corrective actions.
- Former civil servants in agriculture sector and/or experience working within the departments and Ministries of Agriculture as embedded staff by development organization will be an asset.
- Effective verbal and written communication, organizational, and prioritization skills
- Proven experience of writing and reviewing reports includes sharing key findings with internal and external audiences at various levels.
- Demonstrable attention to detail, ability to follow procedures, meet deadlines and work independently and cooperatively with team members is required.