

Terms of Reference (ToR)

CONDUCTING COOPERATIVE PERFORMANCE ASSESSMENTS

Project Title	Improve accountability and transparency of GNI supported cooperatives
Department	Livelihood Program
Type of Assignment	Performance Assessment of GNI Supported Cooperatives
Locations	See Annex 1

1. General Background

Good Neighbors International (GNI) Nepal has been working in Nepal since 2002 with the objective of improving the lives of the poor people especially children through education, child protection, and income generating activities, health, WASH, and disaster risk reduction. GNI Nepal is working in 20 districts.

2. Assignment Background

Poverty alleviations remain central to GNI Nepal's livelihood component. GNI Nepal has been implementing income generation and promotion activities through community-based social enterprises to enhance the food security of the communities by mobilizing local resources. An integrated approach aims to reduce poverty in rural communities. GNI Nepal implements income-generating activities such as capacity development, revolving fund mobilization, employment generation, micro-enterprises establishment, livelihood support and institutional development through community-based social enterprises to enhance the socio-economic condition of the poor people. Currently, GNI Nepal is working with 123 cooperatives having more than 24000 members.

In order to improve transparency and accountability; improve process, procedure, and system and in the areas of financial and operational management in accordance with standard practices and as per the standard norms of Government of Nepal, and to document the current status of cooperatives working with GNI funded projects, GNI Nepal intends to invite Expression of Interest (EOI) from eligible consultants for carrying out overall performance assessment of GNI supported cooperatives (see detail in annex 1).

3. Objectives

The main objectives of the performance assessments to assess the overall status of cooperatives are as follows:

- To assess the governance status and accountability mechanisms of cooperatives;
- To review financial status of cooperatives;
- To review the compliance status of cooperatives with rules, guidelines of Government of Nepal and with other guiding documents agreed with GNI;
- To review adequacies of current management system and practices including accounting and financial management systems and practices based on the acceptable standard.
- To review status of Revolving Fund (RF) mobilization, and effectiveness of monitoring of RF (by COOPERATIVES??) including repayment status of loans issued through revolving fund

4. Scope of the Work

Under the direct supervision of the Livelihood Manager of GNI Nepal, the selected consultant is required to do the following:

- Review of project related documents and rules of Government
- Review documents of cooperatives and management system process and practices
- Check whether the appropriate supporting documents are in place, four ledgers are timely updated, and vouchers are prepared and reports are prepared and submitted to the concerned authority.
- Review efficacy of current management system to meet the current needs of cooperatives and review current practice and use of computerized accounting system where applicable;
- Identify the areas of improvement to respond to the future needs of cooperative in light of growth, size and local context of cooperatives;
- Discuss with the concerned cooperative committees and sub committees and Review governance practices followed in cooperative. Such as, accountability, participation, Rule of law, transparency, consensus oriented, etc.
- Review of compliance with applicable governmental laws, and MOU with GNI.

5. Assessment Methodology

In order to present the true and fair view on the financial as well as organizational practice, the consultant shall conduct based on inquiry and analysis, recommendation, comparison, accuracy checks, observations, inspection of records and document, and interviewing with the executives officials and members of cooperatives including:

- Review books of accounts: ledgers, books, vouchers, invoices and all supporting documents ;

- Review revolving fund releasing process, monitoring and payment system in detail;
- Review whether borrowers of cooperative using revolving fund has followed business plan ;
- Review organizational management practices including necessary policies, guidelines, decision making etc.
- Review roles of board members and staffs

6. Procedure

Following the completion of the recruitment process, the selected consultant will start the assessments process passing through the following major phases:

A. **Inception/planning phase:** this phase includes

- Discussion, review and finalize the field visit plan;
- Finalization of methodology and indicators/ checklist for the cooperative performance assessments
- Preparation of inception report

B. **Assessment:** this phase involves

- Carrying out assessment of cooperatives:
- Holding discussion on findings with head of livelihood department of GNI Nepal.
- Preparing draft report and issues by within six days of contract.
- Sharing draft report with GNI Nepal ;
- Holding Joint Meeting between consultant and GNI Nepal to discuss the findings and comment made.
- Finalizing assessment report incorporating feedbacks and comments from GNI.

C. **Final Reporting:** The final report should be submitted to GNI Nepal no later than June 28, 2019.

7. Expected Deliverables

The consultant is obliged to work jointly with GNI Nepal to perform cooperative performance assessments.

- Inception report
- Approved action plan of each cooperative.
- Compile action plan (as a report)
- Final report.

8. Assignment Plan

The cooperative performance assessments assignment will take place from April to June 2019. The actual working days are 50 which excludes public holiday, weekend, waiting for management response and includes management letter, briefing meeting and submission of the final report. Assessment for one cooperative will take maximum of 2 working days.

SN	Activities	Deadline
1	Opening of EOI	March 24, 2019
2	BID submission	April 07, 2019
3	Evaluation of the BID document	April 15, 2019
4	Consultant selection	April 24, 2019
5	Contract with the consultant	April 26, 2019
6	Inception report	May 02, 2019
7	Field work and data collection	May 31, 2019
8	Draft Report	June 17, 2019
9	Final Report	June 28, 2019

9. Budget

- The consultant(s) shall submit a total budget with detail breakdown including applicable taxes at the time of proposal submission. The budget covers resource person fee plus travel and accommodation costs (if this is the case) and other applicable budget lines, the amount of which will be agreed between GNI Nepal and the consultant(s).
- The consultant(s) shall bear all tariffs, duties, and applicable taxes or charges levied at any stage during the execution of the work.

GNI Nepal will make payment in three installments:

- First installment: 30 % of the agreed amount upon approval of proposal.
- Second installment: 40 % of the agreed amount upon completion of half of the work.
- Third installment: 30% of the agreed amount upon completion of assigned work.

10. Acceptance of Proposal

All rights are reserved with GNI Nepal either to approve or disapprove any proposal without giving any reasons whatsoever. If needed, the consultant will be asked for modifications and presentations of the proposal before approval.

11. Management of the Work

The selected institution will manage the work and be accountable for the timely delivery of the quality products. However, consultant(s) can consult with any other experts (specialists) if required during the contract period.

12. Qualification of Consultant(s)

The assignment shall be led by a Team Leader and supported by field enumerator. The team leader shall lead the assignment, prepare detail methodology of the study (design forms and format, checklists, FGD guidelines), orient enumerator on data collection tools and methodology and involved in at least two cooperative assessment.

Team Leader – One (1)

- Team Leader should have at least master degree in development or cooperative, management or any other relevant field. The consultant should possess at least of 5 years of relevant experience related to cooperative ; should have understanding of cooperative sector, and understanding of functional management areas mainly accounting and financial management of cooperatives;
- Team Leader should have a proven experience in reviewing, assessing cooperatives preferably the cooperatives in the rural settings of similar projects;
- The team Leader with experience in cooperative assessing will get additional priority while section.

Field Enumerator – five (5)

- The Field Enumerator shall have at least Bachelor Degree in any discipline and possess at least three years of experiences working with cooperative sector and understanding of functional management areas mainly accounting and financial management of cooperatives;
- The field enumerator with working experience as a cooperative manager in the local community get additional priority while section.

13. Responsibilities

13.1. Responsibilities of GNI Nepal

The following are the responsibilities of GNI Nepal;

- Provide reference material and guidance during work;
- Review and approve the work plan, timeframe, and approach to be used;
- Facilitate in establishing contact with concerned field staff and cooperative board members/ managers;
- Coordinate with project staff and cooperative board members/ managers for the field visits to fix appointments of assessments;
- Guide the entire process and provide feedback as and when required

- Pay the relevant costs related to this assignment as agreed in the contract;

13.2. Responsibilities of consultant(s)

The consultant(s) will be responsible for carrying out all of the tasks outlined in this ToR and ensure the delivery of outputs stated above within the agreed budget and timeline.

14. Termination of the Contract

GNI Nepal will terminate the contract if the consultant(s) commits a breach in the performance or observance of its obligation under this ToR. The consultant(s) shall be notified in written form within a week prior to the termination of the agreement.

15. Confidentiality

During the performance of the assignment or any time after expiry or termination of the agreement, the consultant(s) shall not disclose to any person or otherwise make use of any confidential information, which the consultant(s) has obtained or may obtain in the course of the project relating to any cooperatives, partner organizations and GNI Nepal. Except for purposes of this assignment, the information shall not be disclosed to the public nor used in whatever form without written permission of GNI Nepal.

16. Intellectual Property Rights

The copyright of the entire outputs /deliverables/products under this ToR will belong to GNI Nepal.

17. Documents to be submitted

The application shall contain following documents:

A. Technical and Financial Proposal

- Technical Proposal:
- Overview, methodologies, indicators and work plan
- Financial Proposal: Details of budget breakdown including tax

B. Details of the consultant(s)

- Consultant(s) profile with relevant experiences
- CV of the team leader and members
- A copy of company/organization registration if applicable
- A copy of tax clearance certificate if applicable
- VAT/PAN registration if applicable
- Other relevant documents

The technical and financial proposal should reach the address below via courier/ hand delivery by April 07, 2019 before 17:00 hrs (Local Time). Please, enclose the application and proposals in an envelope, mark it “**Proposal for Performance Assessment of GNI Supported Cooperatives**”, and submit at:

Good Neighbors International Nepal

Ekantakuna-13, Lalitpur

GPO Box 8975, EPC 1605

Kathmandu, Nepal

Email: eoig@gninepal.org

Annex 1: List of cooperative working with GNI funded project

SN	District	CDC	Address
1.	Bajura	Khaptad Agriculture Cooperative Ltd.	Chhededaha RM-1, Kanda
2.	Bajura	Asal dogadi Agriculture Cooperative Ltd.	Chhededaha RM-5, Dogadi
3.	Bajura	Mashteshwari Multipurpose Cooperative Ltd.	Chhededaha RM-2, jayabageshwari
4.	Bajura	Chhededaha Saving and Credit Cooperative Ltd.	Chhededaha RM-4 gudukhati
5.	Bajura	Janakalyan Multipurpose Cooperative Ltd.	Budhiganga Mun-5, Kuldevmandu
6.	Bajura	Badimalika Sana Kisan Agri-Cooperative Ltd.	Budhiganga Mun-9
7.	Bardiya	Ashal Agriculture Cooperative	Rajapur Municipality 1 Daulatpur
8.	Bardiya	Deuthan Agriculture Cooperative	Geruwa RM-3, pathavar
9.	Bardiya	Himshikhar Agriculture Coop.	Geruwa RM-4, Gola
10.	Bardiya	Saino Agriculture Coop.	Geruwa RM-6, Manau
11.	Bardiya	Chhimeki Agriculture Cooperative Ltd.	Madhuban Mun-6, Sanoshree
12.	Bardiya	Sanauta Krishi Sahakari Sanstha Ltd	Rajapur Municipality 1, Himalipur
13.	Darchula	Sallyashikhar saving & credit cooperative Ltd.	Malikarjun rural municipality -3 Malikarjun
14.	Darchula	Bhagwati Development Saving & Credit Cooperative Ltd.	Malikarjun rural municipality -1 Bhagawati
15.	Darchula	Shiva-Parwati Women Saving & Credit Cooperative Ltd.	Malikarjun rural municipality -8 Shankarpur
16.	Darchula	Dipjyoti Woman Saving & Credit Cooperative Ltd.	Malikarjun rural municipality -6 Ukoo
17.	Darchula	Laligurash woman agriculture multipurpose cooperative Ltd.	Mahakali Municipality -9 Dattu
18.	Doti	Pokhari Multipurpose Cooperative Ltd.	Purbi Chauki -7, Pokhari
19.	Doti	Laxmi women Multipurpose Cooperative Ltd.	Ladagada, Doti
20.	Gorkha	Thumi Coffee Production Agro Cooperative	Arughat Rural Municipality,3
21.	Gorkha	Arurubang Coffee Production Agro Cooperative	Arughat Rural Municipality, 5
22.	Gorkha	Finam Janakalyan Saving and Credit Ltd	Gorkha Municipality - 4
23.	Gorkha	Bhawani Agro Cooperative Ltd	Arughat rural Municipality- 2
24.	Kailali	Sunaulo Bhabishya Agriculture Cooperative Ltd.	Tikapur Mun-2 Rajipur
25.	Kailali	Deurali Bhanjyang Agriculture Cooperative Ltd.	Tikapur Mun-1 Bangaun
26.	Kailali	Chhemeki Saving & Credit Cooperative	Janaki RM-3, Subharnapur
27.	Kailali	Ashal Chimeki Krishi Sahakari Sastha Ltd.	Janaki RM-9, Baklawa
28.	Kailali	Asal srijana Agriculture Cooperative Ltd.	Lamkichuha-1,Rajipur ,kailali
29.	Kailali	Asal Mahila Krisi Cooperative Ltd.	Kotatulsipur-2, nibuwabojhi Kailali
30.	Kaski	Mijure Milan Coffee Utpadadak Sahakari Ltd	Madi RM- 8, Mijure
31.	Kaski	Togi Lamtari Coffee Utpadak Sahakari Ltd	Madi RM, Togi
32.	Kaski	Kanchhi Baraha S&C	Annapurna RM-6, Lumle
33.	Kaski	Tolka Saving and Credit Coops	Annapurna RM-7, Tolka
34.	Kaski	Pancha Dham Agriculture Development Co-operative	Annapurna RM-4 Bahunadara
35.	Myagdi	Munal Agriculture Cooperative Ltd.	Dhaulagiri RM- Muna
36.	Myagdi	Dhaulagiri Agriculture Cooperative Ltd.	Dhaulagiri RM-Bagar
37.	Myagdi	Himal Agriculture Development Cooperative Ltd.	Dhaulagiri RM-1 Gurja
38.	Myagdi	Namuna Udhamasila Women saving and credit cooperative Ltd.	Dhaulagiri RM-2, Lulang

39.	Myagdi	Dhaulagari Women Saving and Credit Cooperative LTD	Dhaulagari RM-4,
40.	Parbat	Bhangara coffee Cooperative Ltd	Falebas Mun-9, Bhagara
41.	Parbat	Dipjyoti coffee Cooperative Ltd	Falebas Mun-9, Limidhana
42.	Parbat	Deurali Coffee and Agriculture Cooperative	Modi RM-3, Deurali
43.	Parbat	Shree Lespar Agriculture Cooperative Ltd	Modi RM-4, lespar
44.	Parbat	Shree Navajyoti Coffee or Agriculture cooperative Ltd	Modi RM-7, Bhukatangle
45.	Valley	Saraswoti Kunda Krishi Cooperative	Godawoari Mun-6
46.	Valley	Chandol Women Saving and Credit Cooperative Ltd	Godawoari Mun-7, Devichaur
47.	Valley	Dhunge Sundarpani Sana Kisan Cooperative Society	Godawoari Mun-4, Badikhel
48.	Valley	Sarangedada Women Agriculture Cooperative Ltd	Godawoari Mun-7, Devichaura

Annex 2: Major Assessment Areas

Accounting	Revolving fund finance
<ul style="list-style-type: none"> Voucher preparation and 4 ledgers (including revolving recording practice in 4 ledger) adequate supporting documents like, voucher, bills, and daily logbooks Use of cooperative accounting software 	<ul style="list-style-type: none"> Total revolving fund received and mobilized Compliance with MOU and contract between GNI, IP and Cooperatives and between cooperative and borrowers. Selection process of micro-entrepreneurs Repayment process and duration Utilization of revolving fund
Adequacy of Revolving fund Monitoring	
<ul style="list-style-type: none"> Account Supervisory committee Monitoring Quality of monitoring 	
Staff management	Governance
<ul style="list-style-type: none"> Appointment Roles and responsibility Level of Knowledge and Skill Performance Evaluation Motivation and incentives 	<ul style="list-style-type: none"> Accountability, Participation, Rule of law, Transparency, Consensus oriented, etc. Documentation & reporting