



Stakeholder Collaboration for Sustainable Development- SCoSD

Terms of Reference (TOR) – Cluster Facilitator

1. Introduction

The CSR Lanka (Guarantee) Ltd is an agency fostered by a number of cooperate companies in Sri Lanka for the promotion of transformative corporate social responsibility to create sustainable value to the economy and society. It works for transforming the Sri Lankan business corporations to adapt to the global standards of social responsibility adhered to by the highly competitive business corporations in the world. The mission of the CSR Lanka therefore, encompasses building collaboration among the critical mass of the corporate sector to integrate transformative corporate social responsibility into the strategies and governance structures of business companies that will reduce the (economic) costs of the business processes and create sustainable value to the economy and society. To achieve this, the CSR Lanka has a multi-track approach at the policy, strategic and operational levels where it implements projects, programs and strategic initiatives with diverse stakeholders in the corporate companies, public sector, non-government agencies, international agencies, research agencies and the academia mainly.

2. The CSR Initiative

The CSR Lanka launched a flagship initiative to establish transformative corporate social responsibility in Sri Lanka in 2016 in collaboration with a number of local and the international stakeholders. It resulted in creating the MAHOGA, the platform upon which the interested stakeholders including corporate companies joined hands for creating sustainable value through business processes. Building upon the MAHOGA and other good outcomes of the stakeholder collaboration for transformative corporate social responsibility the CSR Lanka is expanding its premise of interventions in 2017 through program Stakeholder Collaboration for Sustainable Development (SCoSD). This program aims to achieve strong coalition among business companies for creating sustainable value by nurturing transformative corporate social responsibility in corporate strategies and governance structures. Program SCoSD is financially supported by an international donor agency and the member companies of the CSR Lanka.

3. Role of the Cluster Facilitator

The Cluster Facilitator (CF) has a critical role in forming, nurturing and catalyzing a functional and dynamic CSR Cluster of business corporations that works for achieving sustainability through transformative corporate social responsibility. It is the figure that keeps the daily momentum of the

CSR Cluster leaders, Workgroups of experts and specialists, the Monitoring committee, Stakeholders and Project staff to work with motivation and commitment in the operationalizing of the CSR Cluster, developing and implementing the National CSR Master Plan and building the international collaborations. The Cluster Facilitator positions itself as the nexus among the Technical Advisor, Workgroups, CSR Cluster leaders and the local and international stakeholders within the Project organization and CSR Lanka's efforts in promoting transformative corporate social responsibility.

CSR Cluster Facilitator will adopt a sensitive and systematic approach that builds consensus among the corporate leaders with diverse interests on a common platform for resolving the issues of creating optimal and sustainable business value by integrating social responsibility. It will closely work with the Project workgroups and corporate players/Cluster leaders to build a social and psychological value chain among them by carefully aligning their interests and thought processes to find solutions to the issues of sustainability business corporations face commonly or individually.

4. Scope of Work

4.1. The CSR Cluster Facilitator will assist the Technical Adviser (TA) in (i) building, catalyzing and nurturing of a functional and dynamic CSR Cluster of corporate companies and, (ii) developing the National CSR Master Plan. It will find itself as a dynamic and resourceful member of the Project Team and work closely with the Workgroups by providing technical assistance, communication and coordination support, valuable data and information and building capabilities and capacities of the workgroup members and CSR Cluster leaders. The Cluster Facilitator will use its excellent skills in social engineering in order to mobilize and align the thought processes of the CSR Cluster leaders, workgroup members and other stakeholders in the Government, civil society and private sector corporations to achieve the Project objectives. It will also assist the TA in building the international technical collaborations under the Project.

4.2. The Cluster Facilitator will assist the TA in the formulation, implementation, evaluation and documentation of the IYSI and IGEC pilot projects. It will work closely with the workgroups, CSR Cluster leaders and the other members of the CSR Lanka Project Team by keeping constant communication, providing the data and information and assisting in the preparation of reports. The CF will supervise and monitor the activities of the workgroups in order to maintain the timely delivery of results with the quality and quantity. It will liaise with the related other projects, business corporations, the Public Sector agencies, universities, vocational training institutes, research institutes and professional bodies for conducting the necessary consultations and negotiations, establishing networks and bi-lateral linkages and the acquisition of the data and information.

4.3. The CF will undertake extensive research through the review of literature and/or consultation with the local and international stakeholders including the CSR Cluster Leaders, Board of Directors of CSR Lanka and CSR Netherlands to add value to the working papers, project outcomes and overall implementation of the CSR Master Plan with business corporations and support the knowledge management process of the CSR Cluster and CSR Lanka.

4.4. The CF will codify (in the form of systematic records and statistical and geographic databases) the process of the CSR Cluster building, development of the National CSR Master Plan and establishing the local and international collaborations for the CSR Cluster and CSR Lanka.

4.5. The CF will facilitate the functioning of the technical workgroups and the preparation of working papers no.01-07 as per the implementation plan of program SCoSD. It will assist in the timely delivery of reports to the Steering Committee, Board of Directors of the CSR Lanka, CSR Cluster of companies and donor agencies.

4.6. The CF will work closely with the TA and facilitate establishing a strong collaboration with the CSR Netherlands (MVO Netherlands) for capacity building of the CSR Cluster in Sri Lanka. It will research on the ways and means of bring inputs from such international collaborations for the building and operationalizing of the CSR Cluster in Sri Lanka and development of the National Master Plan on CSR (e.g. Sector specific sessions and development of bi-lateral sector projects NL-Sri Lanka). The CF will facilitate developing Working Paper No.1 into a CSR Country Report in collaboration with the CSR Netherlands.

4.7. CSR Cluster Facilitator will assist in administering the hub of MAHOGA platform whilst providing technical assistances in transformative CSR (e.g. for the formulation of CSR Projects between funders and implementers). The CSR Lanka has already initiated an electronic platform “MAHOGA” with the support from private sector, to connect the private sector investments in Transformative CSR initiatives, with institutions such as the civil society organizations, the government, universities and research institutes, having competencies to implement projects or programs of CSR. In the building and nurturing of the CSR Cluster of business corporations, the Project will work with the industry leaders and stakeholders to gain wide legitimacy to the MAHOGA Platform and make it fully operational. The MAHOGA will be one of the key instruments of marketing the transformative CSR initiatives in Sri Lanka, CSR Cluster, National Master Plan and CSR Lanka. The CF will support and coordinate this initiative.

4.8. The Cluster Facilitator agrees that the **Spirit of the TOR is equally important** as the Letters of the TOR in executing the tasks that are designed to guide the CF reaching the program objective as well the outputs. Adhering to the **totality of the program** plan and implementation of it in full is critically important.