

# **Accelerating Higher Education Expansion and Development (AHEAD) Operation Funded by the World Bank**

**ELTAELSE/DP- Department of Agribusiness Management**

## **Terms of Reference**

**Online Program on Participatory Industry Appraisal Conducts by the Department of  
Agribusiness Management of the Faculty of Agricultural Sciences, Sabaragamuwa  
University of Sri Lanka in the year 2021**

### **1.1 Involving quality management through mentoring, awareness, research and trainings with the collaboration of agri-food business industries**

**AHEAD/RA2/ELTAELSE/SAB/FAG/DAB/OVAA/7 - year 2021**

#### **1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed, to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

The Faculty of Agricultural Sciences (FAS) of the Sabaragamuwa University of Sri Lanka (SUSL) aims to achieve excellence in agricultural education with special emphasis on practical exposure, since 1995. The Faculty strives to achieve this objective by creating a conducive teaching and learning environment that enhances knowledge, skills and attitudes of undergraduates and staff by the means of effective teaching and learning, research and extracurricular activities. The Faculty of Agricultural Sciences consists of three academic departments: Agribusiness Management, Export Agriculture and Livestock Production, representing all possible disciplines related to Agriculture and offers six modules of specializations. Some centers and units established within the faculty are supported to academic and other activities and also helped to enhance soft skills of undergraduates. The faculty teaching farm provides a sound practical training on all kinds of crops and livestock species. the faculty offer two (02) four-year honors degree programs (with SLQF level 6), *viz*, B.Sc. in Agricultural Sciences & Management and B.Sc. in Food Business Management to cater to the employability needs of the nation.

Under the Accelerating Higher Education Expansion and Development (AHEAD) Operation, the Faculty of Agricultural Sciences (the contractor of the agreement), has identified the following five activities.

Activity 1: Integrating entrepreneurial skills development into the teaching and learning process

Activity 2: Enhancing training and research opportunities

Activity 3: Upgrading facilities for improving practical exposure

Activity 4: Improving English Language skills

Activity 5: Enhancing personal and professional development of students

This TOR is connected to one of the sub-activities identified under the Activity 1: Inculcating quality management principles for commercial level of Agri-Food Business creation.

An appraisal is basically a way to conduct an unbiased analysis or evaluation of an asset, a business or organization, or to evaluate a performance against a given set of standards or criteria. Performed by a qualified appraiser, an appraisal is usually done whenever a property or asset is to be sold and its value needs to be determined, or to establish the tax obligations of a particular business. As for the appraiser, he or she should be designated by the monument team that oversees his practice. There are different valuation methods that can be used when appraising property, depending on what the appraiser deems most suitable and applicable.

Whether appraisals are done by subordinates, peers, customers, or superiors, the process itself is vital to the lifeblood of the organization. Performance appraisal systems provide a means of systematically evaluating employees across various performance dimensions to ensure that organizations are getting what they pay for. They provide valuable feedback to employees and managers, and they assist in identifying promotable people as well as problems. However, such appraisals are meaningless unless they are accompanied by an effective feedback system that ensures that the employee gets the right messages concerning performance.

Reward systems represent a powerful motivational force in organizations, but this is true only when the system is fair and tied to performance. Because a variety of approaches to appraising performance exists, managers should be aware of the advantages and disadvantages of each. In turn, an understanding of reward systems will help managers select the system best suited to the needs and goals of the organization.

## **2. THE OPERATION**

Accelerating Higher Education Expansion and Development (AHEAD) operation is organized into two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

**Results Area 1:** Increasing Enrollment in Priority Disciplines for Economic Development

**Results Area 2:** Improving the Quality of Higher Education

**Results Area 3:** Promoting Research, Development and Innovation

This project comes under Result Area 2: Improving the Quality of Higher Education.

### **3. THE OBJECTIVES OF THE ASSESSMENT**

The main objective of this program is to improve the awareness and knowledge on industry appraisal activities for the undergraduates and thus they could be able to successfully address the participatory industry appraisal in future food production and processing operations. Moreover, we would expect these students to implement proactive approach on quality and safety and ultimately it will lead to have better participatory industrial appraisals in food products at processing centers. Further, this program will bring them to understand global repercussions in the entire aspects of participatory industrial appraisal activities.

Therefore, we could summarize the major objectives of this program as mentioned below;

- To improve the awareness & knowledge on participatory industry appraisal practices and allied activities among undergraduates.
- To apply a relevant approach in participatory industry appraisal.
- To guarantee food quality participatory industry appraisal throughout the agri-food processing organizations.
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### **4. SCOPE OF THE CONSULTANCY/PROGRAM**

The management of supply chains of the agri-food sector has become a very complex structure. Product variety has decreased, changes in legislatives and quality management requirements have a high influence, international trade is much higher, consumer demands about product freshness and food quality is fluctuate and processors and retailers ask for the implementation of quality systems. This has resulted in individual changes in the process and organization level of the enterprises and in order to keep the costs minimal.

In the past years a number of issues and trends has brought increased attention into safety and quality considerations in the agri-food sector. The food industry has a number of Quality Assurance (QA) systems available like GMP (Good Manufacturing Practices), HACCP (Hazard Analysis. Critical Control Points), ISO (International Organization for Standardization) standards. These systems and their combinations are recommended for food quality and safety assurance. The agri-food production requires a specific approach to achieve the expected quality level. It is important to know to what extent the systems contribute to the total quality of the product and to balance the tools used for achieving the quality and safety objectives.

In order to promote food trade and maintain consumer's trust in product quality and safety, quality management is of high importance for agri-food enterprises. Safety and quality standards, assurance systems and a legislative framework could built around the business concept "quality management". The development of management systems with focus on processes is not a new concept, having begun to receive attention in the eighties. Systems based on "good practices", encompassing good agricultural, good hygienic, good manufacturing and good trade practice have been developed. Currently different theories of quality management (QM), how organizations can develop excellence through the adoption of continuous improvement and process management, analyzes and uses various process management techniques, continuous improvement tools, and strategies to improve quality. The conceptual and analytical skills acquired in providing leadership in shaping a culture for quality within an organization and determining the effectiveness of quality initiatives such as Total QM, Six Sigma, Process

Capability, Process Control, and Customer Relationships are very important aspects of quality management. Therefore, students who are following Agribusiness Management and Food Business Management need to have very good knowledge and skills in applying quality management activities in agro-food business operations.

## 5. KEY TASKS AND RELATED ACTIVITIES

The main duties and responsibilities of the resource person will be to:

- Explain the concepts of participatory industry appraisal.
- Illustrate the fundamental principles and practices of quality and performance excellence.
- Documentation process to get the required participatory industry appraisal.
- Application of participatory industry appraisal in different organizations.
- Handling of various issues in participatory industry appraisal in the organization.
- Design products and services to participatory industry appraisal and quality auditing procedure.

Further, the resource person will be able to provide followings to the workshop coordinator.

- A study materials/booklet/ hand book of workshop notes including all the important aspects of food quality and safety management.
- Help to prepare a certificate for the participants

## 6. DELIVARABLES AND TME FRAME

Key Task	Required Deliverable	Time frame (Tentative)
Workshop	Presentations, Lectures & Discussions	10 <sup>th</sup> October 2021
DVD preparation	Teaching materials given by the Resource person	After one month of the workshop.

## 7. DURATION OF THE ASSIGNMENT

The time duration of the whole workshop will be 03 hours

## 8. a) MODE OF CONDUCTING THE PROGRAM

Online program

## b) MODE OF PAYMENT/ EXPENDITURE

Description	Expenditure
Payment for resource person	Rs.12,000.00 (Rs.4,000 x 3 hours)
Certificate printing cost for 115 students (4, 1 and 3, 2 Agri and FBM Students)	Rs.17,250.00 (Rs.150 x 115)
DVD preparation (5 DVDs)	Rs. 6,000.00
Miscellaneous	Rs. 3,000.00
<b>Total Expenditure</b>	<b>Rs. 38,250.00</b>

\*standards rates of AHEAD applies

## 9. REQUIRED QUALIFICATIONS & EXPERIENCE

- I. B.Sc Degree qualification.
- II. Minimum of 10 years of relevant professional experience

- III. Prior experience in conducting lectures, workshops related to participatory industry appraisal for university students.
- IV.

#### **10. METHOD OF APPOINTMENT**

The consultant will be shortlisted respective to their qualifications and be selected on the basis of their performance through Individual Competitive Consultancy (IC-C) method.

#### **11. DELIVERABLES**

The resource person shall closely coordinate and report to the PIC and Activity coordinator.

- Conduct the workshops – 3 hours/day

#### **12. OWNERSHIP OF THE ASSIGNMENT**

This assignment is based on Food Safety and Quality Management (AB 32092), Total Quality Management in Food Business (FBM 32052) and Food Safety and Quality Management (FBM 22053) Course units, the resource person should have to maintain high level of professionally and confidentiality during the prior and post stages of the assignment. In any grounds, the resource person will have no rights to disclose or use research findings or related data and information gathered through the assignment for other purposes without written permission from the secretary of the Ministry of Higher Education and Cultural Affairs,

This assignment is funded by the Ministry of Higher Education via AHEAD-OMST under the program component of AHEAD. As such, the University shall be the owner of the assignment and will reserves the Intellectual Property Rights for all deliverable of the assignment under the terms and conditions given in the IP policy of the University. The Consultant will have no right of claim to the assignment or its outputs once it is completed and no rights to use Data and Information gathered through the assignment for other purposes without written permission from the Vice Chancellor of the SUSL. Any Curricula/Manual/Reports/ Data/Information produced as a part of this assignment shall be handed over to the Client in soft and hard forms.