1. Introduction
Norwegian Church Aid (NCA) with its long presence (since 1979) in Afghanistan is a partner based organization. NCA implements its programmes in partnership with national NGOs in Afghanistan. The national partner organizations are engaged in implementing programmes with funds from NCA in Uruzgan, Daikundi, Faryab, Bamyan, Kabul and Khost provinces. The group of national partner organizations working with NCA is present in 30 provinces of Afghanistan. The low presence of NGO actors in the provinces where NCA works raises a need for development intervention due to remoteness and the potentials to contribute towards peace and stability. Despite difficult access into these provinces for international organizations and authorities, NCA has been able to implement programmes there through its national partner organizations. Our partners have greater acceptance amongst rural communities and they better understand the local contexts, culture and traditions of rural communities.

The vision of change and overall goal of NCA for Afghanistan is ‘A country that has just and sustainable peace.’ As per this goal during the period 2016-2020, the programmes adapted by NCA are focusing on three key Programme thematic areas; Peacebuilding, Economic Empowerment and WASH, with a particular focus on women and youth. In addition and in recognition of the fact that civil society is a key driver of change, NCA, through the national partner organisations, conducts advocacy towards duty bearers with the purpose for them to fulfill their obligations in fair management of resources, to promote social cohesion and to equitable delivery of services.

NCA as a humanitarian and development organization is also committed in providing assistance to civil society organizations and has been working with local institutions in Afghanistan since its interventions began. NCA believes that local institutions, as part of civil society organizations and formal country based civil society organizations can be more effective in development and humanitarian interventions if they are accountable and transparent. These organizations can better assess the need and priorities and can work in inaccessible and restricted areas through the good relations they have with communities in general and particularly with remote rural communities. In addition, they also have better understanding of the local context and can better plan conflict sensitivity in their programming work.
2. Background

NCA Afghanistan has conducted Partnership Study in 2014, which was focused on the effectiveness and efficiency of working through national partner organizations. This study was also aimed to form a basis for either diversifying or keeping current national partners for the future partnership. The study as such highlighted certain shortcomings with regard to capacity support being provided to national partners. As result NCA has changed its capacity development support to partners. Later in 2015 NCA has conducted a comprehensive capacity assessment of the national partner organizations to highlight the weaknesses and strengths of national partner organizations. The overall purpose of the assessment was to equip national partner organizations with right capacities to become active civil society organizations in assisting NCA to implement the new country strategy being developed together with them. The central theme of the capacity assessment was an evaluation of the organizational, accountability, advocacy and financial capacities of partners. This together with the study resulted into a well-developed long term capacity building plan for the national partner organizations for the period 2016-2020.

The assessment targeted ten partner organizations. Though the findings of the assessment varied, but there were also several common gaps such as the need for 1) Organization capacity: Fund raising, Strategy & PMER, HR, Code of Conduct and security, 2) Accountability Capacity: Internal democratic governance, Integrating gender justice, Participation of RHs, 3) Advocacy capacity: Advocacy methods, networking, interaction with government and other decision-makers and 4) Financial Capacity: Budget process, Financial system, internal control and reporting process.

To address the capacity gaps NCA has developed a five year plan focusing on 3-5 issues on annual basis and a review to observe where are partners comparing to baseline. The present ToR focuses on developing security guideline for three selected CAN partners. The Security procedures/guideline to assist NCA partners to have standard operating procedures (SOP) for the safety and security of Kabul and field staff. Providing practical resources “Safety and Security Guideline” to our partners will assist them in having oversight of the safety and security issues affecting most of programmatic operations. Furthermore, good security management is about good program management: Proactively managing risks and being better positioned to deal with crises will enable our partners to work safely and securely. This will benefits our partners’ staff, beneficiaries, and other stakeholders.

3. Purpose

The purpose of this assignment is to assist three of NCA partners in developing Safety and Security Guideline for the safety and security of staff.

The suggested headings for the security procedures is as follow or this can be elaborated if the consultant has more practical headings for the procedures based on ground realities:

1. Introduction
2. Policies and Responsibilities
4. **Objective of assignment**

The objective is developing Security Guideline/Procedures for the three selected NCA partners.

5. **Planned Outcome**

Organizational Security Procedures for each partner is in place.

6. **Planned Output**

Develop Security Guideline/Procedures for each of the three Partners of up to 25 pages (excluding annexes).

7. **Key deliverables**

The consultant will work closely with NCA and partner designated staff. All deliverables will be submitted to the joint team of NCA and partners on date as mutually agreed during the inception meeting. The consultant should submit following key deliverables,

- Inception report: Outlining details of activities with proposed methodology and timeline/delivery dates
- Schedule of meetings, workshop and session plan
- Final version of Safety and Security Guideline including annexes
- Workshop report in English entailing, consultant findings, lesson learned, recommendation and follow up action plan.

8. **Methodology**

The methodology will be proposed by the consultant. Consultant will work closely with NCA and partners as the designated contact point in setting up interviews with partner staff and stakeholders and for organizing workshops. The consultant work will be concluded with a feedback session where initial findings are presented for key staff of each NGO for their comments.

Furthermore, the consultant will prepare an inception report prior to the commencement of the developing partner strategies field work. The inception report will present the proposed methodology, a matrix and instruments that will be used for the purpose of having strategies, conducting interviews, organizing workshops, conducting desk study, collecting field data and proposed timetable for the entire process.
9. Skills and Competencies

NCA is looking for a consultant(s) who will be responsible for working with partners to develop Safety and Security Guideline for the selected partner organizations.

Applicants will be shortlisted based upon their expression of interest, budget and CV. The marking system is as follows:

- Quality of proposal (25 points)
- Experience in carrying out quality Security procedures development of a similar nature (45 points)
- Familiarity with Afghanistan context and NGO environment. (15 points)
- Proven facilitation and communication skills (15 points)

Those attaining 70 or more points will be shortlisted, and then the successful candidate will be offered the contract by the procurement committee. The purpose of the procurement committee in this instance is to ensure that all procurement is carried out objectively in a fair and transparent manner in order to prevent conflict of interests and corruption. The evaluation will be advertised openly as this will generate competition and promote transparency and accountability.

10. Timeframe

The consultancy is planned to be undertaken in October 2017. The strategies development will include meetings and workshop with partners’ staff, stakeholders and donors. The following is a proposed time table that may be revised after discussions between parties.

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<thead>
<tr>
<th></th>
<th>Date</th>
<th>Activity Description</th>
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<tbody>
<tr>
<td>1</td>
<td>30 September 2017</td>
<td>Submission of expression of interest, budget and CV</td>
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<td>2</td>
<td>03 October 2017</td>
<td>Selection of consultant</td>
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<td></td>
<td>05 October 2017</td>
<td>Submission of inception report to NCA, after desk review of relevant documentation and kick-off skype with NCA and partners.</td>
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<td>3</td>
<td>8 – 11 October 2017 (4 days)</td>
<td>Meetings with partner staff, finding challenges faced by each partners, discuss the possible procedures, agree on initial headings for the procedures and guideline and conducting SWOT analysis workshops(preparation)</td>
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<td>4</td>
<td>12 – 17 October 2017 (4 days)</td>
<td>Drafting the Safety and Security Guideline and submission of the 1st draft</td>
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<td>5</td>
<td>18-19 October 2017</td>
<td>Presentation to partners, receiving</td>
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<td>days)</td>
<td>comments/feedback</td>
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<td>6</td>
<td>22-23 October 2017  (2 days)</td>
<td>Review and finalizing Safety and Security Guideline</td>
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<td>7</td>
<td>25 October 2017</td>
<td>Submission of the final report to NCA</td>
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<td>Total working days = 12</td>
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11. **Consultant’s Proposal**

The consultant firm or person shall submit the following:

- Initially an expression of interest with budget and short CV by 30 September 2017.
- The applicants to include daily fee and any other cost in the budget
- Proposal should send to Mr. Mirwais Stankzai Operations Manager  
  Email: Mirwais.Stankzai@nca.no  
  Cell#: +93 777 334 986
- Only shortlisted candidates will be contacted