

Afghanistan Institute for Civil Society (AICS)

Terms of Reference

Short Term Assignment for the development of AICS' five years strategic plan

Background

Civil society has long been a key factor in addressing a full range of issues in the social, cultural, religious, humanitarian and political life of Afghanistan. With the focus upon transition to Afghan leadership, civil society, particularly local and national non-governmental organizations (NGOs), have the potential to play an important and complementary role in Afghanistan in the delivery of the government's priority programs, in supporting improved governance, in connecting the wider Afghan population to the state, and in advocating for the vulnerable and excluded.

CSOs in Afghanistan face many challenges, including financial and capacity gaps and a public trust deficit, in their endeavors to play such a role effectively. The government, the international community, and civil society have been considering methods by which to support NGOs to address these challenges and realize their potential, dating back to the discussions in the Conference on Enabling Environment for Effective Private Sector Contribution to Development in Afghanistan held in June 2007. One of the outcomes of these considerations was the formation of a working group, with representation from international and national NGOs, key national NGO networks, and civil society professionals, to establish an organization that will enable NGOs to address these challenges. As a result, AICS was formed in 2015 in pursuit for the following objectives:

1. To raise the credibility of the civil society sector by certifying local NGOs using locally defined and internationally recognized standards.
2. To systemize capacity building efforts by coordinating initiatives using measurable performance indicators.
3. To strengthen the role of civil society in Afghanistan's development through policy dialogue and active engagement with the government, donors and the broader development sector.
4. To provide a channel for resources for civil society by strengthening philanthropic and corporate social responsibility efforts.

It is expected that, in the future, AICS-certified NGOs will operate efficiently, transparently and effectively; will receive the support, resources, and technical assistance necessary to build their capacity; and will comply with international standards of management and governance. They will serve as standard bearers for a credible, creative and competent civil society sector in Afghanistan, and will enable the sector to play a critical role in national development.

Objective

The overall objective of this consultancy is to develop 5 year Strategic Plan to ensure that AICS fulfils its mandate.

AICS is recruiting a consultant to lead the strategic plan development process for the organization, working closely with the AICS Strategic Planning Committee (AICS, Aga Khan Foundation and an AICS board member) and the AICS Executive Director, This will be achieved through reviewing existing literature on civil society in Afghanistan, consultation with AICS stakeholders, and review of AICS' key strategic objectives. The consultant will use broad stakeholder consultations and analysis to develop the strategic plan.

Main Responsibilities:

Review the vision, mission, and strategic objectives of AICS and consult relevant literature on civil society and national strategies/policies and papers on Afghanistan - A consultative workshop within AICS
Assess and analyze AICS' internal and external environment and undertake a stakeholder mapping and analysis, synthesis the results and identify strategic opportunities
Conduct situation analysis, including identification of constraints and opportunities in line with AICS mandate - Focus groups with AICS staff to discuss the constraints and opportunities
Conduct a consultative process, apply appropriate tools for analysis, identify focus areas and Threats, partner's future demand and develop strategic objectives and key result areas for the same. Consultation with stakeholders and direct beneficiaries: - 8 FGDs in 4 regions (4CDCs, 4 NGOs and Social Orgs) - Individual meetings with key ministries (MoEcon, MoJ, MRRD, MoAIL, MoWA, MoPH and MoE) - Individual meetings with key donors and INGOs
Review the institutional capacity, organizational set-up, financial and administrative systems against the AICS mandate and the identified strategic objectives and key result areas and Values.
Facilitate a process with the committee to develop key strategies for achieving the strategic objectives and key results. Relying on earlier analysis and stakeholder inputs.
Hold stakeholder meeting/s to validate the draft Strategic Plan Two stakeholder consultation is required a) Before the facilitation process to ensure stakeholder views on priorities etc. are taken into consideration in developing the plan b) A more targeted process after the draft is prepared in order to validate the results.
Finalize strategic plan and submit to AICS

Deliverables:

1. An Analysis Framework based on these Terms of Reference
2. A strategic plan workshop/s agenda and facilitation plan
3. A strategic plan document including:
4.
 - Executive summary
 - Background & country context
 - CSOs in Afghanistan
 - Internal and External analysis
 - Strategic framework
 - Core values
 - Strategic objectives & vision/mission
 - Strategic programming and priorities
 - Certification
 - Capacity building
 - Policy and Research
 - Philanthropy, Channel for Resource for CSOs
 - Metrics to assess progress using theory of change or logical framework
 - Risk management framework
5. Report on the process including stakeholder consultations and workshops

Qualifications Required

The consultant will require the following qualifications:

- At least a master's degree in a relevant field in the area of social science, business administration, organization development, public policy and or development studies.
- At least five years professional experience in strategic planning and management
- Prior working experience in civil society in Afghanistan
- High level written and oral communications skills in English and Dari/Pashtu
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- Demonstrate excellent interpersonal and professional skills in interacting with AICS strategic committee members, stakeholders, including AICS Board, donors and partners
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments
- Experience in research, policy development, management and programming related

Duration of the Assignment: Estimated to be three months beginning May, 2019

Budget Details:

- Contractual

Reporting line

The consultant will report to the AICS Executive Director. The consultant will also coordinate with the partnerships manager day to day.

Activity, Timeline and Payment:

The total duration of this research project is 4 calendar months. Below table explains the key activities of the assignment and the expected duration of time for each one of them and payment respective percentage (%) will be made after its completion.

Activity	Timeline Working day	Payment %
Review the vision, mission, and strategic objectives of AICS and consult relevant literature on civil society and national strategies/policies and papers on Afghanistan A consultative workshop within AICS	20 days	35%
Assess and analyze AICS' internal and external environment and undertake a stakeholder mapping and analysis, synthesis the results and identify strategic opportunities		
Conduct situation analysis, including identification of constraints and opportunities in line with AICS mandate <ul style="list-style-type: none"> - Focus groups with AICS staff to discuss the constraints and opportunities 		
Conduct a consultative process, apply appropriate tools for analysis, identify focus areas and Threats, partner's future demand and develop strategic objectives and key result areas for the same. Consultation with stakeholders and direct beneficiaries: <ul style="list-style-type: none"> - 8 FGDs in 4 regions (4 CDCs, 4 NGOs and Social Orgs) - Individual meetings with key ministries (MoEcon, MoJ, MRRD, MoAIL, MoWA, MoPH and MoE) - Individual meetings with key donors and INGOs 	40 days	35%
Review the institutional capacity, organizational set-up, financial and administrative systems against the AOCS mandate and the identified strategic objectives and key result areas and Values.		
Propose a strategy for achieving the strategic objectives and key results	15 days	30%
Hold stakeholder meeting/s to validate the draft Strategic Plan		
Finalize strategic plan and submit to AICS		

AOCS will be responsible for the following:

- a) Organize meetings with AICS staff for consultations if necessary;
- b) On-time payments to the consultant/firm upon successful completion of the deliverables. Govt. tax will be deducted from the total contract amount before the payment is released to the firm's account.
- c) AICS has the right to terminate the contract if its feedback or terms and references mentioned in the contract are not being followed by the firm.

Interested applicants should submit the following for their application:

International Bidders to send soft copy to below email (technical documents and financial quotation in two separate emails):

- a) Soft copy of their proposal (financial and technical along with work plan).
 - Technical proposal should contain methodology, work plan and CVs of key researchers.
 - Financial proposal should contain the total amount of the consultancy assignment which should cover consultancy fee, travel cost (national and international), transportation, accommodation etc. It should not include the translation cost of the final research report as well as the cost associated with the logistic arrangement of the research report launch event.
- b) Consultant/firm update license and update profile and CV (for the individual applicant)
- c) Supporting documents: similar past experience.

Submission: consultants/firms meeting the above requirements are encouraged to submit their complete applications electronically to procurement@aicsafg.org not later than 25th April 2019 (16:00 Kabul time).

Address:

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