

ACBAR



اڪبر

اداره هماهنگی کمکهای بشری و انکشافی برای افغانها دافغانانو لپاره د بشری او پرمختیایی مرستو د همغږی اداره

Agency Coordinating Body for Afghan Relief and Development

Terms of Reference (ToR)

Development Effectiveness in Afghanistan

Monitoring research of Citizens Charter Afghanistan Project (CCAP)

1. Introduction to ACBAR

ACBAR, the Agency Coordinating Body for Afghan Relief and Development, is an Afghan independent body bringing together 154 National and International NGOs working in Afghanistan. ACBAR was created in Peshawar (Pakistan) in August 1988 in response to the demand from NGOs working with Afghan refugees in Pakistan and across the border in Afghanistan to coordinate assistance and delivery of services more effectively and efficiently. ACBAR's main office has been based in Kabul since 2002. The vision as formulated in the Strategy Plan 2016 - 2019 is "Effective NGOs, Stronger Communities" and the mission is "to provide an efficient platform for members to carry out effective humanitarian and development activities in Afghanistan." The core values are to abide the humanitarian principles of independence, neutrality, impartiality and humanity as well as the NGO Code of Conduct¹ (NGO CoC) which is a set of shared norms, principles and values that aim to guide the conduct of NGOs in Afghanistan and was founded e.g. by ACBAR in 2005.

2. Background and rationale

Hundreds of projects have been implemented and developmental interventions carried out targeting tens of thousands of communities in rural Afghanistan with the ambitious goal to improve economic development, deliver better services and build local governance capabilities. The Government of Afghanistan (GoA) initiated the World Bank-supported National Solidarity Program (NSP) from 2003 to 2016 which was one of Afghanistan's largest development projects and carried a \$ 2.5 billion price tag. It has been celebrated as one of the most successful development programs in Afghanistan which claims to have completed block grant projects in partnership with more than 92 percent of the country's rural communities.

At the Brussels Conference in 2016, the international community pledged the equivalent of \$ 15.2 billion aid to Afghanistan for the next five years. The GoA also presented its five-year strategy Afghanistan National Peace and Development Framework (ANPDF) and made 24 commitments of SMART deliverables to be achieved during 2017 - 2018. These commitments are summarized under the Self-reliance through Mutual Accountability Framework (SMAF) and these SMART indicators encompass six thematic areas, one of which was "reforming development planning and management, and ensuring citizen's development right."

¹ NGO Code of Conduct (NGO CoC):

We are committed to comply strictly with international humanitarian principles and human rights and humanitarian laws.

Our work is based on the principle of "DO NO HARM" which focuses on responding to emergencies, chronic needs, reducing the impact of disasters and climate change, dealing with the root causes of poverty, meeting basic needs, and enabling communities to become resilient and self-sufficient.

We are accountable to those whom we seek to assist, to those providing the resources, and to legal authorities.

We are transparent in our dealings with the government and community partners, the public, donors, and other interested parties.

We are independent and we strive to maintain our autonomy according to Afghan and international law, and to resist the imposition of conditionality or corrupt practices that may compromise our missions and principles.

We will not discriminate against any individual or group on the grounds of gender, political affiliation, ethnic origin, religious belief, or sexual orientation.

Agency Coordinating Body for Afghan Relief and Development

The GoA officially launched the Citizens Charter National Priority Program (CCNPP) in September 2016 as a step towards achieving its development agenda; however, the field activities began in May 2017. CCNPP is considered one of the key national priority programs of the government which aspires to improve socio-economic conditions for communities. According to the GoA, CCNPP is designed to improve mechanisms for service delivery in education, health, basic rural infrastructure and agriculture services. The aim of CCNPP is to reduce poverty and break the cycle of fragility and violence, using Community Development Councils (CDCs) as the entry point for both governance and development activities at the micro-level. The Citizens Charter is key to the development vision and it is a whole-of-government effort that will link rural communities, districts, provinces and on the central level to promote inclusive development and help overcome the fragmented development approaches of the past.

CCNPP put communities at the center of the development process, provide them with the tools and mechanisms to monitor service delivery and decide on development priorities. CCNPP allows communities to play an integral role in beneficiary identification, demand creation, as well as operation and maintenance. Similarly, the Citizens Charter program builds the capacity of CDCs and put in place necessary downward-accountability measures to help ensure that vulnerable groups, such as women, returnees, Internally Displaced Persons (IDPs), widows and Persons with Disabilities (PwDs) are included in the development process.

Even though several development interventions by the government have not achieved the desired outcomes during the past years, it is presumed that certain initiatives such as CCNPP have been effective to achieve the desired outcomes to improve development and governance capabilities which are vital for reconstruction and state-building. To unpack the underlying factors and assess or review the implementation of CCNPP, ACBAR intends to commission the study with the title of *“Development Effectiveness in Afghanistan: monitoring research of Citizens Charter Afghanistan Project.”*

3. Purpose of the study

The purpose of this study is to assess or review the effectiveness of development activities with a focus on Citizens Charter Afghanistan Project which is essentially that part of CCNPP funded by the ARTF and the IDA for the first phase of CCNPP. The study should come up with specific recommendations for alignment of the developmental interventions with the needs and priorities of communities. The findings of the study will be used to guide and support an evidence-based advocacy for development effectiveness in general and community-driven development in specific.

The focus will be on the participation mechanism of CCAP wherein the components of the project cycle will be assessed or reviewed as stated in the Operational Manual (CCAP OM) and the Social Manual (CCAP SM). This entails collecting, analyzing, reporting and monitoring on the implementation of the development activities by some of the community development actors of CCAP's cycle. Especially, the level of inclusion of marginalized groups of citizens in the development process of CCAP's cycle, the measuring of perspectives on benefits of the minimum services and the level of institutionalizing of community mobilization and building a social-economic public infrastructure.

Specific objectives:

- Review the extent to which the Afghan government is programmatically on-track with the implementation of CCAP.
- Assess the efficiency and effectiveness of the roles and responsibilities of the following actors in CCAP's cycle: CDCs, Sub-Committees and Social Organizers.
- Review the efficiency and effectiveness of the poverty analysis and needs assessments.
- Review the efficiency and effectiveness of the community development planning (e.g. vision, milestones and activities).
- Review the development processes in communities on participation (e.g. election), inclusion, learning and action-orientation, transparency and accountability, especially on pro-poor and pro-women collective action.

Agency Coordinating Body for Afghan Relief and Development

- Assess the community participatory monitoring, evaluation, social audit and grievances handling processes of CDCs.
- Assess if the participation mechanism of CCAP's cycle contributes to an increase in citizen satisfaction and trust in the government and other stakeholders such as (I)NGOs².
- Identify the challenges of a least developed country in a protracted conflict such as insecurity, social exclusion and others and in which level they have constrained the roll out of CCAP and the associated lessons learned.

4. Scope of the work

The following should be considered in this study:

- Specific literature and data related to CCNPP/CCAP from Ministries and other stakeholders should be collected and analyzed.
- Availability, functions and effectiveness of monitoring and accountability mechanisms of CCAP first phase will be assessed or reviewed.
- Citizens engagement and public participation in planning, implementation, management and monitoring processes of CCAP first phase.

5. Approach and methodology

This research is a case study of several provinces and does not intend to entail a survey sample. The consultant(s) is required to do the research covering both urban and rural areas in Kabul and in three other provinces³ (which will be selected in consultation with the Advisory Committee which is the Monitoring Board of the Aid Effectiveness Working Group, AEWG) in Afghanistan. The primary data in Kabul will be collected from Ministries, including face-to-face meetings with key officials in Ministry of Rural Rehabilitation and Development, Independent Directorate of Local Governance and others e.g. (I)NGOs. Also from the CDCs, Sub-Committees, Social Organizers and beneficiaries. The consultant(s) will collect both qualitative and quantitative data from primary and secondary sources.

The consultant(s) is expected to do:

- Desk research:
 - Compile and analyze relevant literature about CCNPP/CCAP. The literature could be obtained from direct contact with relevant government entities and donors, in addition to online data.
 - Collect literature and data from other national and international actors and from research reports done by Think Tanks, (I)NGOs, and civil society organizations.
- Qualitative research:
 - Arrange and conduct interviews with government officials in relevant Ministries, on provincial level, major donors and development agencies, contractors of large projects and (I)NGOs.
 - Interviews and focus group discussions with Citizens Charter beneficiaries, CDCs, Sub-Committees, Social Organizers, NGO Facilitating Partners (FPs) and other NGOs need to be conducted in Kabul and at least three other provinces of Afghanistan. The purpose of these interviews and discussions is to get insight of the key interlocutors on qualitative aspects of CCAP's implementation.
- Report:
 - Produce a report with an analyze of the compiled data and specific recommendations to all relevant stakeholders such as the GoA, parliament, civil society and international actors. The recommendations should be tailor-made to specific stakeholders. Therefore, it is important that the study lists these stakeholders and examines their role and agency vis-à-vis development projects.

² Preferably compare it to the scorecards of CDCs outcome.

³ Preferably align it with the third party visited CDCs.

Agency Coordinating Body for Afghan Relief and Development

6. Management of task

- **Management:**
ACBAR will form a joint management committee of 3 persons (2 persons not from ACBAR - selected by ACBAR) plus ACBAR staff to oversee the study from recruitment of the consultant(s) up to the end of the consultancy including the launch of the report. ACBAR will assist the consultant(s) with necessary documents and in accessing documents that provide contextual information and support arrangement of both internal and external meetings to the possible extent.
- **Consultancy:**
The consultant(s) will provide for their own transportation, accommodation and other work material related support for the duration of the study. Also for the translation of the report (which should be available in English, Dari and Pashto and report printing as leaflets).

7. Professional qualifications required for the assignment and application process

The consultant(s) to undertake the study should meet the following criteria:

- Master's degree in e.g. social sciences and development studies.
- Evidence of conducting similar study(ies) in developing countries preferably in conflict or post-conflict context.
- Experience in the field of community-led development is preferable.
- Experience working with governments, UN agencies, civil society and diverse cultures.
- Refined skills in research, statistical analysis, data interpretation and strategic communication.

Key competencies should be:

- In-depth knowledge about the national social-political context of Afghanistan.
- Excellent research skills.
- Data collection, data analysis and reporting writing skills.
- Profound knowledge in gender analysis in a developing country.
- Excellent communication skills.

8. Proposal submissions

Interested individuals or firms are required to submit the following documents to ACBAR:

- Technical proposal clearly outlining the following:
 - a) Their understanding of the Terms of Reference;
 - b) Individual/Company profile;
 - c) Methodology for data collection with details on which methods will be used for which kind of target population;
 - d) Data quality control and analysis plan.
- Financial proposal detailing the consultant(s) professional fees and any other costs related to this consultancy. The proposed cost should also include Afghanistan government tax.
- 1 sample of previous research conducted by the consultant(s) or consulting company.
- Applicant CV including three work related references.

Technical questions related to this consultancy should be emailed to advocacymanager@acbar.org

9. Deliverables and timeline

- After signing of the contract, prepare and submit an inception report within 15 days. The inception report should include the detailed plan on how the consultant(s) is intending to complete the tasks including data collection from Kabul and three other provinces, data analysis, preparing report and presentation of the report. Mapping of CCAP roll out will be provided by ACBAR to the consultant(s) to choose the three provinces (besides Kabul).
- Upon approval of the inception report by ACBAR and the joint management committee, data collection should start.
- Compile and analyze collected data, prepare a summary presentation on initial findings of the study, present it to ACBAR and the joint management committee for comments on two occasions and continue research as required.
- Prepare a first draft of the full report and share it with ACBAR and the Advisory Committee for comments. Incorporate comments, produce a final draft of report, and submit it for approval to the Advisory Committee. After approval translating and making the report available in English, Dari and Pashto including leaflets printing (total 1500). The translation in Dari and Pashto acquires also approval.
- Support ACBAR in the launch of the report by presenting key findings and recommendations of the study.
- The consultancy should start preferably 1 September 2019 and end at 30 November 2019.

The deadline to submit a proposal is Monday 19 August 2019 Kabul time 5 PM to applications@acbar.org

Remarks:

- Only shortlisted candidates will be contacted and advance to the next stage of the selection process.
- Duration of the consultancy is 62 days over a period of 3 months (September, October and November 2019).