

## Term of Reference (ToR)

### NCA's Partnership Assessment and Selection (Only International Consultant Can Apply)

#### 1. Introduction

NCA has been working with the Afghan people for nearly four decades (since 1979). NCA is a partner based organization which implements its projects through national partner NGOs in Daikundi, Kabul, Khost, Samangan and Faryab provinces of Afghanistan. NCA engaged in long-term development, humanitarian support and advocacy work. This long presence has allowed NCA to build solid relationships with national civil society organizations, including NCA partners, government agencies, and other related formal and informal institutions at the national and local level. NCA Afghanistan's strategic vision (2020-2024) is **"A stable Afghanistan with a socially inclusive society that lives a life of durable peace and prosperity."** To contribute positively towards this goal, NCA will be working on three thematic areas; Peacebuilding, Climate Resilience WASH and Climate Smart Economic Empowerment programmes and recognizes civil society as a key driver of change for the strategic period of 2020-2024. Based on its commitment to, and length of, service in the country, together with the well documented quality of its work and its ability to access hard to reach communities, NCA is seen as a respected development actor in Afghanistan.

NCA's integrated strategy specifically addresses gaps in economic opportunities, climate resilient water, sanitation and hygiene, and advances peaceful co-existence, while also aiming to contribute, in one form or another, to the realisation of the Sustainable Development Goals (SDGs). NCA's country strategy reflects and complements the Triple Nexus (humanitarian, development, and peace), while also referencing relevant GoA and NCA plans, to determine the appropriate geographic and thematic areas on which the strategy should focus. The NCA strategy links with several specific GoA national plans (which are also linked to the SDGs), including the Afghanistan National Peace and Development Framework 2017 – 2021 (ANPDF) which addresses 1) development priorities, by promoting sustainable job creation to improve public welfare, 2) governance and state effectiveness by reinforcing the importance of advancing peace, building political consensus, and stabilising security, and, 3) social capital and nation-building, by promoting human rights and civil society to build a national identity and sense of citizenship that rises above local enmities and perceived differences.

#### 2. Background

In Afghanistan, civil societies play important roles in protecting and advocating for the interests of their members and the population as a whole. The low presence of civil society actors in the provinces where NCA works, raises a need for development intervention due to remoteness and the potential to contribute towards peace and stability. Despite difficult access into these provinces for international organizations and authorities, NCA has been able to implement programmes through its network of national partner organizations. As national partners have greater acceptance amongst rural communities and they better understand the local contexts, culture and traditions of rural communities.

In addition and in recognition of the fact that civil society is a key driver of change, NCA, through its national partner organisations, advocate duty bearers to fulfil their obligations to manage resources fairly, to promote social cohesion and to deliver services equitably.

Currently NCA Afghanistan is working with ten national partner organisation of differing sizes and organisational capacity. Originally, these partners were chosen on the basis of shared objectives and values and their presence in NCA's target provinces.

### **3. Purpose**

NCA Afghanistan for its new country strategy (2020-2024) would like to conduct partnership assessment and will focus on partners' effectiveness, efficiency and as basis for either diversifying or selecting current partners for the future partnership. The overall purpose of the assessment is to select potential partners who have the right capacity, skill, knowledge, experience and ability to work more systematically as civil society actors in the coming strategic period.

### **4. Objectives:**

The assessment will focus on the following issues 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.

The consultant is required to screen and assess all applications (with consultation of NCA Afghanistan) to pave the way for shorting at least 25 potential applications and after that conduct proper review/evaluation, discussion and assessment of shortlisted organisation and finally select ten core partner organisations for NCA Afghanistan. This will help NCA and the consultant to ensure that the selected organisations are relevant to NCA's priorities and can meet the requirements for partnership with NCA (NCA Civil Society Policy)<sup>1</sup>.

### **5. Expected Outputs**

The assessment report should be written in English language with maximum 20 pages (1 page recommendations, 2 pages executive summary and 17 pages for methodology, selection process and outcome of the assessment). The annexes should contain list of all applicant organisations, data collection tools, list of interviewees and any additional information incorporate. Prior to finalizing the assessment report, the consultant should submit a draft of the assessment report to NCA for review, comments and inputs.

### **6. Ethics**

The consultant must be independent and impartial in the approach of the partnership assessment with personal and professional integrity and preparedness in the business conduct. The consultant must pay attention to strictly follow conducting assessment ethics pertaining to protect the privacy of the persons/organisations interviewed and confidentiality of the meetings and discussions.

### **7. Methodology**

The methodology will be proposed by the consultant, but the consultant should review NCA's Civil Society Policy, partnership assessment guideline and partnership assessment tools. The consultant should work closely with NCA (also NCA HO) and partners as the designated contact point in setting up interviews with potential organisation staff and any relevant stakeholders. The assessment assignment will be concluded with a feedback session where initial findings are presented for NCA management for their comments.

Furthermore, the consultant will prepare an inception report prior to the commencement of the partnership assessment. The inception report will present the proposed methodology, a matrix and instruments that will be used for the purpose of assessment, conducting interviews, conducting desk study, collecting data (if needed) and propos timetable for the entire process.

### **8. Skills and Competencies**

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<sup>1</sup> NCA' Civil Society Policy will be shared with selected consultant

NCA is looking for an international consultant who will be responsible for partnership assessment and selecting strategic partners for NCA Afghanistan.

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 partnership assessment of a similar nature (50 points)
- Familiarity with Afghanistan context. (15 points)
- Proven facilitation skills (10 points)

Those attaining 70 or more points will be shortlisted, and then the successful candidate will be offered the contract after proper review of the selection committee. The purpose is that NCA would like to ensure that all process is carried out objectively in a fair and transparent manner in order to prevent conflict of interests. The ToR will be advertised openly as this will generate competition and promote transparency and accountability.

Depending on the technical approach, the financial costs should be worked out and should be in line with the proposed design of the assessment. Consultants are requested to quote only genuine costs in their financial proposal and should use the **USD** currency only in their proposal

The financial proposal should include the following:

No	Item	Unit Cost	Total in USD
1.	Professional fee (daily and total)		
2	Travel cost (round trip)		
3	Printing, stationery and communication cost		
4	Visa cost		
5	Local transportation and other relevant costs		
6	Accommodation Cost (NCA will arrange accommodation) but please quote the cost		
<b>Total Cost in USD currency</b>			

## 9. Timeframe

The partnership assessment and selection is planned to be undertaken in October and November 2019 (17 working days). The assignment will include meetings with shortlisted organisations and NCA management team. The following is a proposed time table that may be revised after discussions between parties.

No	Date	Activity Description
1	25 Sep 2019	Submission of expression of interest, budget and CV by consultant /consultancy
2	06 Oct 2019	Selection and to inform the eligible consultant/consultancy
3	10-11 Oct 2019 (2 day)	Submission of inception report with all data collection tools methodology and work plan
4	16 October 2019 (1day)	Feedback of NCA for go ahead or revision of tools and methodology (in close consultation with NCA Afghanistan and NCA HO)
5	24-31 October 2019 (7 working days)	Interview and meetings with shortlisted organisations

<b>6</b>	06- 10 Nov 2019 (3 working days)	Selection process of ten core partners (in close consultation with NCA Afghanistan and NCA HO)
<b>7</b>	14-16 Nov 2019 (3 Working days)	Submission of draft report
<b>8</b>	20 Nov 2019 (1 Working Days)	Submission of the final report to NCA

## 10. Submission

The consultants should submit the following:

- The proposal, expression of interest not more than five pages (short CV/s as an annexes).
- Financial proposal as stimulated above
- All should be sent by email to [Moinullah.Moin@nca.no](mailto:Moinullah.Moin@nca.no) with Cc to [abd@nca.no](mailto:abd@nca.no) by 20:00 (GMT +4:30) on 15 Sep 2019.
- Only shortlisted candidates who meet the criteria will be contacted