



## Terms of Reference

### 1. Service contract for undertaking of research, development, testing and execution of a 'marketing and business development support package' for Afghan Civil Society Organizations / Non-Governmental Organizations

- Expected start date: July 01, 2020;
- Expected end date: June 30, 2022;
- Contract period: 1 year with possibility of extension<sup>1</sup> subject to performance appraisal

### 2. Background

The commitment of WHH in Afghanistan goes back to 1982 with immediate aid to Afghan refugees. Since 1992 WHH is registered in Afghanistan and has permanent presence in the Northern, Eastern and Central Region and despite the challenging environment, manage to consistently deliver aid to the most vulnerable population during emergencies and to build capacities of rural and urban population groups in multi-sectoral livelihood programmes. WHH is working directly with communities but also with the Government of Afghanistan on national, provincial and district level. Methods and priorities are shifting between emergency aid and reinforcing the efforts of vulnerable rural and urban population to restore and support their livelihoods and income sources

Welthungerhilfe (WHH) is one of Germany's largest non-governmental humanitarian aid organisations, non-profitmaking, politically independent and non-denominational. The organisation is managed by a Supervisory Board of honorary members under the patronage of the President of the Federal Republic of Germany

WHH – Afghanistan is currently implementing the 'Afghanistan Accountability Initiative-Ensuring Inclusive Futures' Project (AAI Project).

The AAI Project is a research and development (R&D) project seeking to support Afghan civil society in being more effective and self-reliant, and deriving its authority from Afghan citizens by channelling their demands and holding duty bearers responsible. The AAI Project is not a service delivery project, but instead focuses on research, developing and testing new ways, directions and knowledge to help advance the effectiveness and self-reliance of Afghan civil society.

The AAI Project uses design thinking as the overall conceptual framework as shown in Figure 1. As such, the AAI Project employs an iterative, human-centred, and testing-based project implementation methodology that is explicitly aimed at developing and testing new approaches, tools, and knowledge.

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<sup>1</sup> Total contract length is dependent on WHH's receipt of funds from the donor. An initial funding obligation is secure until September 2020.



Figure 1. The figure illustrates the design thinking framework  
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Due to the iterative and R&D focused nature of the Project, WHH seeks a service provider from the private sector that has the required capacity and interest in intensively engaging and working alongside WHH's Product Development Team in all three phases of research / immersion, ideation and testing during the anticipated two (2) year contract period.

### 3. Expected outputs

WHH seeks an service provider to research, develop, and test whether professional marketing and other business support services can support Afghan CSOs and NGOs in diversifying their funding sources and access to donations from private or commercial domestic and diaspora sources. For this purpose, WHH seeks a committed and highly professional private sector entity, with considerable experience in marketing and business development, preferably in the context of Afghanistan's civil society sector.

On an operational, day-to-day level, WHH seeks the service provider to work closely alongside WHH's team throughout all stages of product development:

#### 1. Research and Immersion Phase

During the research and immersion phase, WHH intends to collect rich qualitative data based on empathy-based research from three primary groups; different segments of the Afghan population (commercial and private, including Afghan diaspora), CSOs, as well as international donors.

The overall aim of this research and immersion phase is developing much deeper understanding of existing charitable behaviours of different Afghan population segments, perspectives of Afghans on different types of charitable giving including to CSOs, perspectives of Afghans around CSOs' roles in Afghanistan and perspectives on the issue of international donor dependency by CSOs, as well as perspectives by members of the CSO and international donor community on CSO donor dependency, the role of the Afghan philanthropic sector, and Afghan's charitable donation behaviours.

The aim of collecting this information is to ensure that the prototype to be developed is carefully designed around stakeholder and user group desires and behaviour.

#### 2. Ideation and Prototyping

Together with WHH and key stakeholders, perform analysis and synthesis of information gathered during the research and immersion phase, and subsequently rapidly develop a 'marketing and business support service' prototype.

### 3. Prototype Testing & Product Testing

Together with WHH, iteratively test the prototype through 'delivering' the product/service to selected Afghan NGOs and CSOs through successive iteration cycles, ultimately delivering a minimum viable product (MVP).

### 4. Market Testing

Following prototype testing and the delivery of a MVP, WHH and the Service Provider will jointly work to market test the MVP. As part of this step, it is anticipated that the Service Provider support WHH through development of a funding strategy, branding strategy, communications and marketing strategy and revenue model.

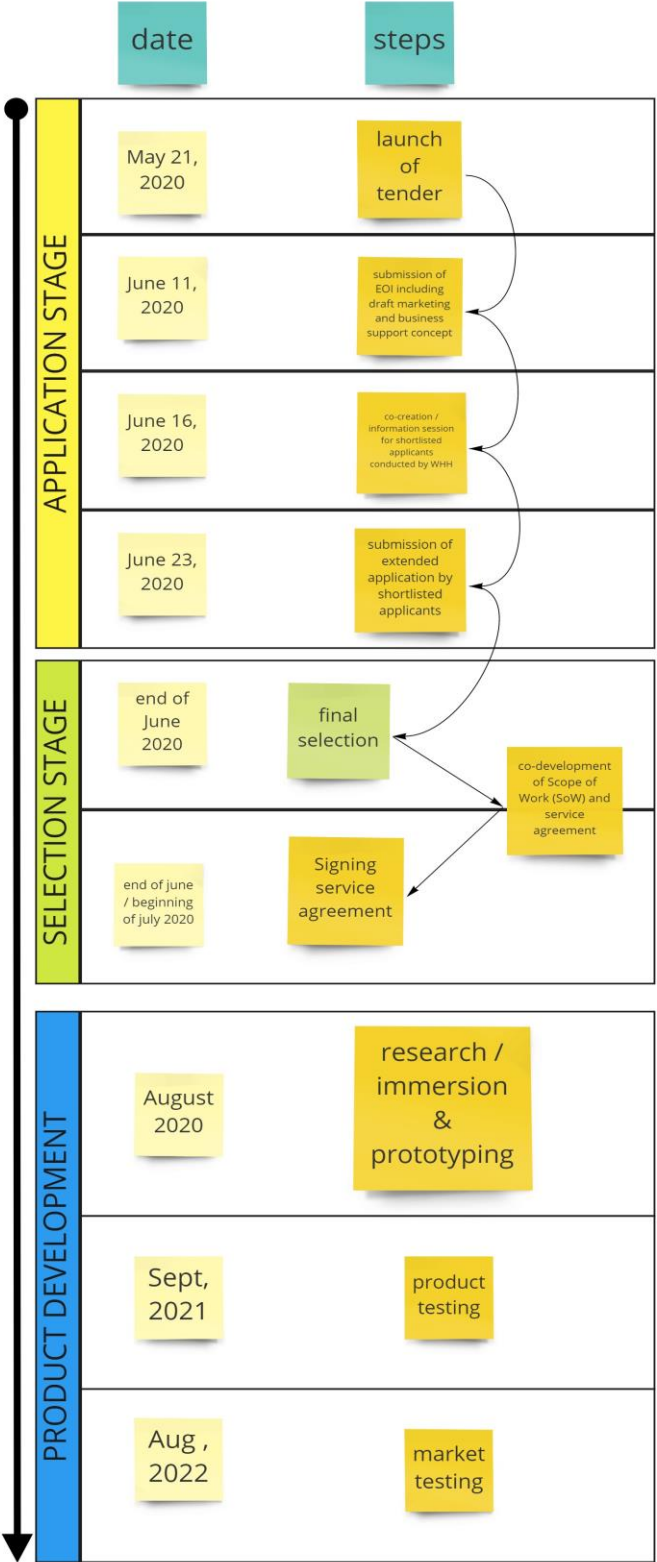
## **4. Further specifications**

Due to the iterative nature of its product development methodology, WHH is looking for a Service Provider to work closely alongside its team on a day-to-day basis. WHH anticipates that the Service Provider assignsully dedicated staff to the Project throughout the duration of the contract, who will work closely alongside WHH's Product Development Team, including significant time directly at WHH offices or conducting field-level research. Regular participation in virtual and in-person workshops is anticipated for the entire duration of the contract.

Since the intended product is in principle a marketing and business support service for Afghan NGOs and CSOs, WHH seeks a service provider with significant experience in marketing, business development, and organizational development, preferably in direct reference to NGOs and CSOs.



**5. Proposed Time Table**



## **6. Facilitation by Welthungerhilfe**

The Service Provider will maintain close coordination and collaboration with WHH's Product Development Team throughout the duration of the service contract.

To support interested applicants, WHH will conduct a co-creation / information session that will provide an opportunity to all shortlisted applicants to develop a better understanding of WHH's Project and the specific role of the private sector partner required for marketing and business support.

## **7. Required qualifications**

Applicants must:

- Be an Afghan registered company, consultant, or consultancy firm (international firms are not eligible)
- Being able to demonstrate result-driven achievements with organizations in business growth (increase in revenue, development of alternative revenue streams, developing organization structures and other business development relevant attributes such as start-up management).
- Open to explore and understand how success is defined and demonstrate extending expertise in diversifying CSO/NGOs funding sources.
- Have prior experience working with NGOs or INGOs in Afghanistan or neighbouring countries.
- The applicant must possess an in-depth and up-to-date understating of the dynamics and key actors involved in business and commercial markets and other NGO/CSO oriented activities (programs/projects) with concrete contacts in the business community in Kabul, Kandahar, Nangarhar, Herat and Balkh.
- Be registered with Ministry of Commerce or Industries or Afghanistan Investment Support Agency (AISA)
- Have a valid license at the time of application
- Have physical address and office in Kabul, Afghanistan
- Not named in UN, USAID or Afghan government sanction list

## **8. Application requirements**

- Copy of valid registration certificate
- Attachment I – Expression of Interest (EoI), containing motivation for and expectations for service contract with WHH
- Attachment II – draft marketing and business support concept and plan
- Attachment III – detailed budget, including budget narrative
- Attachment IV – business profile, CVs of staff proposed to work with WHH

## **9. Termination**

Any violation of WHH's Codes of Conduct or security policies and regulations will lead to a unilateral termination of the contract.

If WHH notice that the Service Provider is not adhering to his / her duties according to this term of reference, it may at any time, unilaterally terminate the contract.

## **10. Submission guideline:**

Applicant organizations that fulfil the requirements shall submit above documents in PDF and Word / Excel formats:

Please, note that applications not received in all above-mentioned formats, and applications with an application letter lacking a signature will not be considered.

**These should be submitted to [afg.kab.hr@welthungerhilfe.de](mailto:afg.kab.hr@welthungerhilfe.de) no later than June 11, 2020 at 17:00hrs Kabul time.**

**Note:** Applications can also be submitted in hard copies duly sealed envelope and stamped at WHH office, Kolola Pushta street # 8 Radio Kileed HNO# 135 on due date.