



## **Aga Khan Foundation, Afghanistan**

### **Job Opportunities**

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Position Title	: Maturity Index assessment
Duty Station	: Dasht-e-Qala, Khaja-bhauddin, Baharak, Taluqan, Kalafgan, Warsaj.
Announcing Date	: Jan 24, 2021
Closing Date	: Feb 06, 2021
Vacancy No	: CS/KBL/01/21/001

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The Aga Khan Foundation (AKF) is a non-denominational international development agency established in 1967 by His Highness the Aga Khan. Its mission is to develop and promote creative solutions to problems that impede social development, primarily in Asia and East Africa. Created as a private, non-profit foundation under Swiss law, it has branches and independent affiliates in 19 countries.

AKF seeks to provide sustainable solutions to long-term problems of poverty, hunger, illiteracy, and ill health. In Afghanistan, AKF works with rural communities in mountainous, remote or resource poor areas to improve quality of life in the areas of natural resource management, market development, governance, education and health.

The Aga Khan Foundation, Afghanistan (AKF (Afg)) is an agency of the Aga Khan Development Network (AKDN), a group of international, private, non-denominational development agencies working to improve living conditions and opportunities for people in some of the poorest parts of the developing world. The Network's organizations have individual mandates that range from the fields of health and education to architecture, rural development and promotion of private-sector enterprise and institutions that seek to empower communities and individuals, usually in disadvantaged circumstances, to improve living conditions and opportunities.

### **1. Back ground**

Aga Khan Foundation's Economic Inclusion (EI) program in Afghanistan was established in mid-2009, followed by a transitional phase in 2010. In its previous form, as Enterprise Development (ED), the program's emphasis was on using local systems to support private enterprise development by promoting local ownership and sustainability. Although EI still maintains the core functions of enterprise development, the new strategy aims to increase program impact by promoting inclusive economic development for poor communities through effective market systems, sustainably supported by capable local institutions, cooperative networks of people, an enabling policy environment.



EI is divided into four programmatic categories, which include Value Chain Development, Vocational Training, Business Development Services (BDS), Business Membership Organizations (BMOs). The primary target beneficiaries comprise unskilled and/or semi-skilled youths and entrepreneurs, both male and female. The program works with various operators in its selected value chains, including input suppliers, producers, processors, traders, and consumers. Vocational training is facilitated to upgrade youths' skills and enhance employability, whereas business management skills are provided to entrepreneurs. Capacity-building is also given to business service providers so that they can serve their entrepreneur clients. In addition, through its business association component, the program also aims to reach larger numbers of entrepreneurs through their member groups, cooperatives, business associations and chambers of commerce.

## **2. Rational**

During the three years of SCORED project AKF-Economic Inclusion's department have formed 26 Business membership organisations (BMOs) and provided different capacity building trainings for their maturity in target areas Dasht-e-Qala, Baharak, Khaja-bhauddin, Taluqan, Warsaj, Kalafgan districts, As a part of the project plan, there is a seed capital of USD 15,650 (EUR 14,218) that will be granted to 15 mature BMOs in mentioned districts with the aim of providing microloans to its members along with enterprise development support. The capital is intended to be set up as a revolving fund at the BMO level for credit support to members for both enterprise growth and capital required for start-ups.

To disburse this fund for the mentioned BMOs (Business membership Organisations) there is need for AKF to how many BMOs (Business membership Organisations) are mostly matured among 26 established and capacitated BMOs (Business membership Organisations), to overcome this task AKF need to conducted a maturity index assessment among these 26 BMOs mature BMOs for further Revolving fund disbursement.

The result of this assessment should identify the most 15 mature BMO to be entitled to receive the seed capital where 5 of them (at least) should be women membered BMO.

So economic Inclusion department is requesting a third party organisation (consultancy) to do this task on behalf of AKF-A.

## **3. Objective**

The objective for this task is conducting maturity assessment among 26 BMOs (Business membership Organisations) and find out the 15 mature BMOs in all district areas compatible to revolving fund. The study must cover the following components.



## 1. Leadership

- The competencies and responsibilities of the BMO leaders (President, Vice Presidents, Secretary, Treasurer and Board Members) are clearly defined, distributed and understood.
- Strategic decision made inside the BMOs
- How Working committees are formed to implement different functional activities and temporary projects.
  
- Well defined 'Vision and Mission Statements' developed, understood, followed and reviewed by BMOs
- About Board of Directors receives monetary benefit (salary, allowances) from the BMO.

## 2. Governance and Management system

- How BMO conducts a general assembly or general meeting of all its general members on annual basis. How assembly/meeting takes policy decisions and provides guidance to the BMO leaders.
- How election is conducted for its board of director on regular basis.
- Is it effectively holding board meetings on regular basis? How Agenda is developed prior to the meeting and minute is prepared and circulated afterwards.
- While developing strategies and action plans, it takes into consideration both micro and macro environment factors.

## 3. Services

- Does BMO have a well-defined service package for its clientele (members and non-members)?
- Some of the services are delivered directly by the BMO itself and some are delivered through appropriate service providers.
- It is correctly calculating the exact costs of services.
- It is following cost-plus pricing policy for the services. And the services rendered are profitable for the BMO.
- It has a good understanding of the service requirement of its clientele.

## 4. Membership

- Does BMO have verifiable information regarding its current market share and geographic coverage? And it is satisfied with the current level of results.
- Does it have a positive membership growth over the period – reflected by the increase in new members; retention of the existing ones and increase in membership revenue.
- Is BMO uses different tools to identify service needs and requirements of its member base.
- Is it regularly interacting with its members and clients to assess the satisfaction level and loyalty? It also assesses the results reflecting the satisfaction level and loyalty (membership growth, retention, repeat clients, higher income etc.).



- Is it reports all of its activities, achievements and shortcomings to its members in the general assembly. It also seeks their advices and approval on policy issues.

#### **5. Finance and Accounting**

- Does BMO have an accounting system and is able to analyses the books of accounts.
- Does BMO prepare financial plan each year and conducts its programs as per the plan.
- Where the BMOs revenue come from? Does it come from different sources including the membership fee, service charges, investment returns, member contributions/donations and more?
- Members are charged a minimum amount of annual fee as well as service fees (only to the ones who take a service). Non-members are charged higher rates of service fee for the same services.

#### **6. External relationship and partnership**

- Does BMO have a good working relation with the government at the local?
- Does BMO have a very good working relation with other BMOs and regional ACCI? On many instances, it has jointly worked with BMOs of similar nature to lobby with the government or for the collective actions.

### **4. Main Duties and Responsibilities**

The successful contractor will need to work in accordance with the specific duties assigned below:

- Provision of quality maturity index assessment among 26 BMOs (Business Membership Organization) under mentioned components.
- Managing all project activities, quality control, work plan preparations, and reporting, collection of picture and video from the assessment
- The contractor should share all the questioner, methodology and over all concept before conducting the assessment for AKF review and input.
- **The contractors should have the following qualifications:**
- Extensive experience in conducting assessment , studies and maturity index assessments
- An ability to work on timelines;
- Ability to convey the message in a simple way so, the members understand it.
- Ability to prepare a professional report in English and Dari.



## 5. Deliverables

- Report from the assessment highlighting 15 mature BMOs in Target area suitable for disbursement of revolving fund.
- A final assessment report which includes the training method, design, participants' feedbacks, achievements, and techniques and materials used.
- And provide quality pictures.
- Prepare Revolving fund manual or guideline to AKF

## 6. Work location(s)

Dasht-e-Qala, Khaja-bhauddin, Baharak, Taluqan, Kalafgan, Warsaj.

## Application

Individuals/organizations interested in leading this consultancy must submit their CVs/fact sheets and a technical and cost proposal through electronic mail by COB Feb 06 2021 to [jobs.afghanistan@akdn.org](mailto:jobs.afghanistan@akdn.org)

## Important Notes:

Please quote the Vacancy Number as the Subject of the e-mail when sending your application. Supporting documents, e.g. diplomas, recommendation letters, identification card(s) etc., are not required at this stage, therefore not to be sent along with the application.

Only short listed candidates will be contacted for further assessment.

**Female candidates are encouraged to apply. Aga Khan Foundation Afghanistan recruitment and selection procedures reflect our commitment to equal opportunity, safe guarding of children from abuse and zero tolerance to sexual-harassment.**

**Your details and information shared on this advertisement shall remain confidential.**