

Open Policy Advisory Fund (OPAF)

TERMS OF REFERENCE

Measure Title: Measuring and Managing for Results in Fragile Contexts

(February 2021)

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I. Background

The Open Policy Advisory Fund (OPAF)

The Open Policy Advisory Fund (OPAF) is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ). OPAF's main objectives are to enable state actors to implement reform steps that contribute to political and social participation and to promote civil society to take part in political decision-making processes. Through mainly short-term to medium-term interventions, OPAF offers expertise, advice, training courses and coaching for public institutions to develop and implement reform processes at the central level. OPAF's political partner and counterpart is the Afghan Ministry of Finance (MoF).

II. Rationale for the need of Technical Assistance

OPAF has been commissioned by the BMZ with a change offer that extends the project duration for two years until 12/22 and has added additional outputs to the project that highlight OPAF's engagement in the sector of fighting corruption.

Implementation as well as monitoring and evaluation (M&E) experience has shown that OPAF's focus on time, effort and resources on results in the fragile context of Afghanistan has led to in-depth knowledge and substantial quality in monitoring, evaluation and reporting. OPAF has established a Focal Point for M&E purposes who is supported by a project manager in Germany and has identified that further staff resources need to be diverted to this topic. While OPAF's lessons learned have shown that M&E in fragile contexts differs little from other contexts, additional factors need to be taken into consideration. That includes rapidly changing contexts, difficulties in obtaining reliable data, and capacity limitations. For OPAF's M&E practices this translates into being flexible and iterative, to utilize quantitative and qualitative data, to allow for a phased process that can increase in complexity once capacity at the partner side increases and to involve stakeholders in a participatory manner.

The involvement of stakeholders and partners for M&E purposes in fragile contexts is of utmost importance. They ensure the smooth implementation of measures, assess and evaluate progress made and have an immense impact in providing the necessary data to make results visible. For this purpose, OPAF is already intensively advising its partners on creating results hypotheses during the planning process of a measure and on the development of action plans that allow the partners to independently monitor their activities and provide feedback to OPAF for future cooperation. Only ownership ensures that both, partners and OPAF, can jointly take part in participative monitoring and foster organizational development in the Afghan administrative body.

Delivering both short- and long-term results is critical. Quick results on the ground ensure that dual confidence is built between the partner and the population and between OPAF and its partners. At the same time, evidence suggests that it takes long-term involvement to improve a country's institutional performance from the level of a fragile state to the level of a functioning state. Finally, OPAF has introduced and is also prone to monitor the avoidance of doing inadvertent harm through its measures that might undermine long-term objectives for strengthening state-society relations or lead to exclusion of the population. While all of these

demands need to be taken into consideration, OPAF's obligations for reporting have increased significantly: The Steering Committee, GIZ Country Management, German Politics, the German Embassy and the Commissioning Party all demand high-quality reporting with impact-driven data that concern not only OPAF's main activities but include the complete sector of good governance.

The above-mentioned demands to a M&E system in fragile states, the obligation for high-quality reporting, and the dual approach for participative monitoring makes it necessary for OPAF to maintain and constantly adapt its reporting and advising system for an easy yet qualitatively transfer of results according to the needs of the recipients and in terms of practicality to avoid overburdening staff with limited capacity in terms of working time. Therefore, a M&E consultancy with in-depth knowledge in development cooperation and reporting, especially in the sector of good governance, is needed.

III. Objective of the Assignment and Consultancy

The objective of this assignment is twofold: First, the capacity of the partner will be strengthened to formulate clear results hypotheses and to draft achievable action plans that will not only form a strong basis for future independent activity planning, but also increase the partners' capacity in participative monitoring. Participative monitoring ensures that the partner's accountability is strengthened and leads to an increased sustainability as follow-up measures between OPAF and its partners can be coherently planned, implemented and followed-up. Second, OPAF will be supported to ensure its high-quality reporting and at the same time to increase the capacity of OPAF's staff to adapt to a constantly changing M&E environment in the highly fragile context of Afghanistan. This will empower OPAF's staff to follow-up on jointly set goals in participative monitoring with its partners.

IV. Expected Outcomes

- 1) OPAF's partners have the knowledge and capacity to set up clearly framed measures with clear results hypotheses and well-formulated action plans with realistically achievable goals.
- 2) OPAF is able to maintain its high-quality reporting and able to adapt its reporting to the continuous changing environment in Afghanistan's fragile context
- 3) OPAF has redesigned its M&E tool for improved quality assurance of data entry and prepared itself for KOMP processes.
- 4) OPAF's Request for Support (RfS) is updated to better reflect OPAF's project goals, activities, achievements and outcomes
- 5) OPAF's Mini Fund set-up is revised and clear recommendations are given for future Mini Fund Call for Proposals
- 6) OPAF's partners have improved capacities in report writing, project management and M&E related to jointly implemented measures with OPAF
- 7) OPAF's outreach communication is improved and reaches its target audience
- 8) OPAF's has introduced integrated and coherent quality standards for reporting for its project implementation consultants.

V. Tasks and Deliverables

Deliverable-1: Training and capacity development for OPAF partners in formulating clearly framed results hypotheses and action plans

Tasks: The consultancy enables and provides potential partners of OPAF with training on how to analytically engage in a RfS process. That includes the development of clearly framed results hypotheses during the process of setting up a RfS and action plans with clearly formulated achievable goals during the implementation of a measure.

Deliverable-2: Redesigned M&E Tool and quality assurance of data entry

Tasks: The consultancy develops new reporting mechanisms that more properly reflect project activities and achievements, and that feed into the redesigned M&E Tool. Training will be provided to the OPAF's staff to use the new reporting mechanisms with a focus on data entry and validation.

Deliverable-3: Reviewed and redesigned RfS template

Tasks: The consultancy reviews and redesigns the RfS template to ensure project goals, activities, achievements, and outcomes are properly outlined prior to project approval. It ensures that the design includes appropriate inputs for inclusion in the new M&E tool.

Deliverable-4: Review of OPAF's Mini Funds

Tasks: The consultancy reviews the process, provides feedback, and develops new forms for upcoming Mini Fund Calls for Proposals.

Deliverable-5: Organizational Planning and M&E training to partner staff according to needs

Tasks: The consultancy provides training (online or in-person) to partner staff in areas such as report writing, project management, and M&E, depending on partner needs.

Deliverable-6: Communication support and training to OPAF staff

Tasks: The consultancy supports OPAF communication efforts by drafting and editing social media posts, messaGIZer inputs, and other communication products as needed.

Deliverable-7: Established reporting standards for OPAF consultants.

Tasks: The consultancy supports OPAF staff with editing support for the reports of other OPAF consultants, when needed.

VI. Road Map and Organization

At the beginning of the work, there will be a kickoff meeting with the participation of the awarded consultancy and representatives of the GIZ OPAF. Similarly, following the successful completion of the work, there will be another meeting and workshop to present the results and decide about the next steps. Furthermore, and upon confirmation of parties, there will be several shorter workshops and meetings, possibly monthly, to discuss the progress deliverables.

	<u>Activities and Deliverables</u>	<u>Timeframe</u>
	Kick-off workshop between representatives of the consultancy and GIZ OPAF	1-2 weeks after start of the assignment
	Redesigned M&E Tool and quality assurance of data entry	30/June/2021
	Reviewed and redesigned RfS template	15/July/2021
	Review of OPAF's Mini Funds	30/Sep/2021
	Training and capacity development for OPAF's partners for the overall Request for Support process.	Continuous activity throughout the assignment
	Organizational Planning and M&E training to partner staff according to needs	Continuous activity throughout the assignment
	Communication support and training to OPAF staff	Continuous activity throughout the assignment
	Establishing reporting standards for OPAF consultants	Continuous activity throughout the assignment
	Final review workshop of the assignment between representatives of the consultancy and GIZ OPAF	2 weeks before the end of the assignment

Period of assignment: 01.05.2021-01.06.2022

VII. Personnel Concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

Technical Expert

Tasks of the technical expert

- Delivering training and capacity development for OPAF partners in formulating clearly framed results hypotheses and achievable work plans.
- Developing new reporting mechanisms that more properly reflect project activities and achievements, and that feed into the redesigned M&E Tool. Provision of training to the OPAF's staff to use the new reporting mechanisms with a focus on data entry and validation
- Reviewing and redesigning the RfS template to ensure project goals, activities, achievements, and outcomes are properly outlined prior to project approval. Ensuring that the design includes appropriate inputs for inclusion in the new M&E tool
- Reviewing the process, providing feedback, and developing new forms for upcoming Mini Fund Calls for Proposals.
- Providing training (online or in-person) to partner staff in areas such as organizational planning, report writing, project management, and M&E, depending on partner needs.
- Supporting OPAF communication efforts by drafting and editing social media posts, messaGIZer inputs, and other communication products as needed.
- Supporting OPAF staff with editing support for the reports of other OPAF consultants, when needed.

Required Qualifications:

- Advanced university degree (Master Level) in Political Sciences, Social Sciences or Public Policy
- 5 years of experience in M&E and reporting at international organisations and/or Non-Governmental-Organisations (NGOs), preferably related to democratic governance, anti-corruption, and/or Afghanistan
- 5 years working experience in Afghanistan for international organisations, embassies, NGOs, or other related institutions and knowledge of the Afghan context
- Experience working within the context of reporting, good governance, anti-corruption, and/or M&E
- Experience with on-the-job trainings formats/ trainings/ capacity building programmes
- Advanced IT skills, evidenced by work experience or appropriate credentials (e.g. degrees, certifications)
- Familiarity with GIZ and with its rules, regulations and standards
- Willingness to travel for short-term missions to Afghanistan
- Proven ability to work in stressful working conditions
- Flexibility to adapt schedules as the environment is volatile and appointments and missions can be cancelled on short notice
- Native-level English language skills

VIII. Costing requirements

Assignment of Personnel

Technical Expert: Assignment in country of assignment (Afghanistan or region, e.g. Dubai, UAE) for 40 expert days
 Assignment in home country/ remote for 80 expert days

Inputs of GIZ

The GIZ program supports the consultancy with an office space for the tasks that need to be done in cooperation with the team, the required facilitation equipment according to the requirements of the consultancy service, and with administrative and logistical assistance.

IX. Reporting and Management

The Consultancy reports to the Head of Project (AV) and coordinates all tasks with him. A close cooperation with the whole OPAF team is necessary. All advice and deliverables are to be submitted in English language, upon previous agreement with the AV.