



AFGHAN WOMEN'S NETWORK

## **Consultancy Organizational Policy Review and Strategic Alignment (2026)**

### **1. Background**

#### **About Afghan Women's Network (AWN)**

Following the Fourth World Conference on Women in Beijing, China, where Afghan women representing various organizations and United Nations agencies participated, the idea of establishing a unified platform for cooperation and coordination among Afghan women emerged. Inspired by global women's movements and the need for collective action, these participants formally established the Afghan Women's Network in 1995. AWN serves as a national platform that brings together women's organizations and individual members to strengthen collaboration, promote shared learning, and support institutional development. It provides a structured space for organizations to enhance their capacities and contribute to community-based initiatives.

AWN maintains an active presence in multiple provinces, including Kabul, Herat, Balkh, Kandahar, Bamyan, Paktia, Nangarhar, Badakhshan, and Kunduz, while also engaging members across other regions of Afghanistan. As an umbrella network, AWN works in coordination with its members to implement initiatives focused on community well-being, access to services, and capacity strengthening. The network comprises over 5,000 individual members and more than 150 member organizations.

In preparation for its 2026 planning cycle, AWN intends to engage a qualified **Consulting Firm** to conduct a comprehensive review and update of its internal policies and Strategic Plan. The purpose of this assignment is to ensure that all organizational documents are aligned with recognized international standards, regulatory requirements, and best practices in organizational management.

### **2. Objectives of the Assignment**

The objective of this consultancy is to carry out a systematic review and revision of AWN's core policies and its 2026 Strategic Plan to ensure:

- Alignment with international standards and good practices
- Clarity, consistency, and practical applicability
- Compliance with applicable legal and regulatory frameworks
- Strengthened internal systems, controls, and accountability mechanisms

### **3. Scope of Work**

The Consultant will review, update, and refine the following policies:

1. AWN HR Policy
2. AWN Advocacy Policy
3. AWN Networking Manual



## AFGHAN WOMEN'S NETWORK

4. AWN IT Policy & Procedures
5. AWN Constitution
6. AWN Gender Mainstreaming Policy
7. AWN Anti-Harassment Policy

### 4. Key Tasks and Responsibilities

The Consultant will undertake the following tasks:

#### 1. Desk Review and Gap Analysis

- Review existing policies and the Strategic Plan
- Identify gaps, inconsistencies, outdated provisions, and areas for improvement
- Assess alignment with relevant international standards.

#### 2. Stakeholder Consultation

- Engage with leadership, management, and relevant staff
- Conduct interviews or group discussions to gather operational insights and feedback
- Incorporate practical considerations into policy revisions

#### 3. Policy Revision and Development

- Update and standardize all policies to improve clarity and usability
- Strengthen internal controls, risk management, and accountability mechanisms
- Ensure consistency in structure, terminology, and formatting across all documents

#### 4. Strategic Alignment

- Ensure policies are aligned with the Strategic Plan 2026
- Strengthen linkages between strategic objectives and operational frameworks

#### 5. Validation and Finalization

- Present draft documents to management for review
- Incorporate feedback and finalize all deliverables

### 5. Deliverables

The Consultant will deliver the following:

1. **Inception Report**  
Methodology, work plan, and timeline
2. **Draft Policy Package**  
Draft versions of all revised policies and strategic components
3. **Final Policy Handbook**



## AFGHAN WOMEN'S NETWORK

Consolidated and formatted set of approved policies (in English; Dari & Pashto if required)

#### 4. **Summary Report**

Overview of key revisions and improvements, & summary of alignment with recognized standards

### 6. Duration and Timeline

The assignment is expected to be completed within **three (3) months** from the date of contract signing.

### 7. Required Qualifications and Experience

The Consultant/Firm should demonstrate:

- Proven experience in **organizational development and policy formulation**
- Strong understanding of governance, compliance, and internal control systems
- Experience working with NGOs, international organizations, or similar institutions
- Knowledge of financial and HR management practices
- Strong analytical, writing, and communication skills
- Fluency in English; local language skills are an asset
- Familiarity with the operational context of Afghanistan is preferred

### 8. Application Process

Interested applicants should submit:

- **Technical Proposal** (methodology and work plan)
- **Financial Proposal** (total consultancy cost)
- **CV(s)** of the Trainers
- **Samples of previous relevant work**