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REQUEST FOR PROPOSAL

Request for Proposal for DACAAR Strategy Development Plan 2025-2027

Date: November 27, 2024

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ګولایي وزیرآباد
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DACAAR RFP 01 PRF-845/0000/11.2024

DACAAR invites interested freelance individual consultants, consultancy firms and NGOs to submit their sealed proposals inside country (Afghanistan) and via email from abroad for DACAAR Strategy Development Plan 2025-2027, details are given below:

The deadline for offer/proposal submission is December 22, 2024 before 04:00 pm local time.

The Proposal Opening Session will be held on December 23, 2024 at 10:00 am in DACAAR Main Office, Kabul Province - Afghanistan and the proposal winner will be notified after the opening session.

Terms of Reference (TOR)

Consultancy firm/individual Consultant to Develop DACAAR Strategy Development Plan 2025-2027.

Background:

DACAAR is a Danish non-political, non-governmental, non-profit humanitarian and developmental organization working to improve the lives of the Afghan people since 1984. DACAAR addresses the acute needs of the most vulnerable and support early recovery and sustainable development for all Afghans. DACAAR projects can be categorized under the following four broad thematic areas; a) Water, Sanitation and Hygiene (WASH), b) Natural Resources Management (NRM), c) Small Scale Enterprise Development (SSED), d) Women's Empowerment (WE) and Climate Change Adaptation, CCA, DRR, CRLP, and Gender as cross cutting. For more information on DACAAR, please visit our website www.dacaar.org

The operational context in Afghanistan is marked by extreme fluidity and uncertainty. New laws and regulations frequently change the landscape in which humanitarian and development actors operate. As a result, our organization seeks to develop a three-year strategic plan that remains flexible and adaptive to the rapidly shifting environment while continuing to deliver impactful results.

This strategic plan will inform key policies, ensuring compliance with local laws and operational efficiency in a volatile, high-risk setting. We require a consultant who can guide the development of the strategy for 2025-2027 with a focus on relevance, flexibility, adaptability, and risk management.

Purpose:

The primary objective of the assignment is to lead the design and development of a three-year strategic plan that ensures:

- A strategic framework for 2025-2027 enabling DACAAR's overall strategic objective to be relevant and contribute significantly to Afghanistan's development and its people's resilience.
- Flexibility and adaptability addressing the needs among the poor, vulnerable civilians and strategic alignment with the current and foreseeable security, economic and funding trends landscape in Afghanistan.
- Compliance with local laws/decrees, national priorities, donor requirements, Afghan SDGs and international best practices.
- Risk management taking into consideration, operational, legal, security, financial, and reputational risks.
- Formulate a DACAAR-specific definition and approach to localization that strengthens local leadership in line with the organization's mission. The localization should emphasis capacity-building and ensure adaptability to Afghanistan's specific cultural, political, and operational landscape, while empowering local entities to take on decision-making roles.

The duration of this assignment is 45 working days with an expected start 1 February 2025. DACAAR expects the consultant to take a participatory approach involving management, relevant staff and departments.

Scope and Responsibilities:

The consultant will be responsible for:

➤ Preliminary Assessment:

Conduct a situation analysis, including a review of the evolving political, legal, and security environment in Afghanistan.

Engage with key stakeholders through structured interviews, focus groups, and informal discussions to gather a comprehensive range of insights on potential future scenarios and constraints.

➤ Facilitate Strategic Workshop:

Design and facilitate a strategic workshop with Management, key staff and stakeholders including regional offices, and the Secretariat in Copenhagen to identify critical challenges, opportunities, and priorities for the next three years.

Lead the workshop in scenario planning, outlining strategic approaches for future contexts (e.g., changes in law/decrees, access, or security).

Ensure that the strategic vision incorporates flexibility and a plan for periodic reviews and revisions based on environmental changes.

➤ **Develop Strategic Plan:**

Draft a three-year strategic plan that includes:

Clear strategic objectives aligned with the changing context.

Key performance indicators and success metrics, considering flexibility in their assessment.

Mechanisms for regular review and adaptation of the strategy.

Consideration of both short-term operational needs and long-term sustainability.

➤ **Policy Development:**

Identify key policy areas that need alignment with the new strategy.

Provide input into existing policies to ensure they are adaptive to changes in the external environment.

Provide a policy review framework to ensure policies remain relevant over time and can be updated as needed.

➤ **Risk Management Framework:**

Incorporate a risk management framework into both the strategy and policies, outlining how to identify, assess, and mitigate risks.

Propose contingency plans for rapid adjustments to both strategy and policy in response to unforeseen changes.

Final Deliverables:

A comprehensive three-year strategic plan (draft and final versions after incorporating feedback).

A risk management framework to ensure continuous assessment and adaptation.

Timeline:

- Start of the consultancy: 1 February 2025.
- Preliminary Situation Analysis Report: 15 February 2025
- Strategic Workshop Facilitation and Summary Report: 1 March 2025
- Draft Three-Year Strategic Plan of no more than 10 pages focusing on DACAAR's four key programs and cross-cutting issues Climate Change Adaptation, CCA, DRR, and Gender. The draft will include internal feedback and references to national and donor strategies: 15 March 2025
- Final Three-Year Strategic Plan complete with supporting annexes, endorsed by DACAAR's Governing Board and Senior Management Team: 1 April 2025

The assignment is expected to be completed within 45 working days.

Methodology:

The consultant is expected to use a participatory and collaborative approach, engaging stakeholders at all levels, including:

- Review of relevant organizational documents, current strategies, reports, evaluations, assessments. As well as recommendations coming from DACAAR Annual meeting 2024 and the 2024 Geneva Conference on Afghanistan.
- Key informant interviews with internal and external stakeholders.
- Facilitation of workshops for strategy formulation and scenario planning.
- Drafting of documents with feedback loops to ensure buy-in from the organization.

Reporting and Supervision:

On daily basis, the consultant will report to the Director and collaborate closely with DACAAR senior management team through regular participation in senior management team meetings.

Progress will be reviewed regularly, with deliverables and timelines subject to agreed-upon adjustments based on external circumstances.

General Conditions of the consultancy:

- The assignment is expected to start as soon as possible. Part of the assignment can be done remotely while the consultant will be required to facilitate strategic planning processes in Kabul.
- The consultant(s) should have their own lap-top to complete the work.
- Flight/travel to and from the country of residence and visa costs shall be paid by DACAAR based on receipt.
- Accommodation will be provided by DACAAR in Kabul in compliance with DACAAR's policy, while the consultant(s) will cover fully his/her food subsistence related costs.
- The consultant shall be paid via cheque or bank transfer upon successful completion of the assignment. Taxes will be levied on the payments to the consultant as per the Afghanistan Laws.
- DACAAR will not be responsible for any insurance. The potential consultant will bear all associated insurance costs.

Security:

The Country Director as the person responsible for security will make the final decision on travel plans of the Consultant based on security assessments. The Consultant must accept the Country Director's decision and must adhere to all DACAAR security protocols while in the country.

Qualifications and Experience

The ideal consultant will have:

- Proven experience in strategic planning and policy development in volatile and high-risk environments.
- Experience working in conflict zones, with a strong understanding of the regional political dynamics, particularly in Afghanistan and influence from neighboring countries.
- Strong understanding of risk management in humanitarian or development operations.
- Demonstrated ability to apply flexibility and adaptability in strategy design and execution.
- Good facilitation skills, particularly for scenario planning and strategy workshops.
- Familiarity with Afghan legal and operational contexts, including recent legislative /decree changes.
- Ability to work collaboratively with diverse stakeholders, including donors, officials, and communities.

Submission Requirements

- Interested consultants are requested to submit:
- A detailed technical proposal outlining their approach to the scope of work, including how they will ensure flexibility and adaptability.
- The technical proposal must also include a work plan and detailed timeline for the process.
- A financial proposal with a breakdown of consultancy fees and any other relevant costs.
- CV(s) of the consultant(s) highlighting relevant experience.
- References from similar work in fragile or conflict-affected environments.

Taxes:

2% Tax will be levied on the companies that has valid business license and 7% Tax will be levied on the companies that have invalid business license, on individuals who do not have business license and on the consultancy firm/individual consultant from abroad, will be deducted from the contractor as a withholding tax and DACAAR will pay that amount to Ministry of Finance of Afghanistan. Taxable amount starts from (1 AFN).

Inquiry:

For questions and clarifications, please contact Klaus Løkkegaard, Head of DACAAR Secretariat, Copenhagen, Denmark. Email: klaus.lokkegaard@dacaar.dk.

Submission Procedures:

Consultancy Firm/ individual Consultant from abroad, can submit soft copy of their bids/proposals electronically on the following email addresses;
jamal@dacaar.org.

Consultancy Firm/ individual Consultant inside country (Afghanistan), are required to submit the sealed (hard copy) of their bids/proposals to DACAAR Main Office located at Lane No 03, Rd No 12, Qala e Fathullah, Kabul, Afghanistan.

The deadline for offer/proposal submission is December 22, 2024 before 04:00 pm local time.

Please note that the subject line of your emails must be (DACAAR RFP 01 PRF-845/0000 /11.2024).

For more details, please visit DACAAR Logistics Unit Main Office Kabul, Sunday through Thursday, from 8:00am to 03:00pm. Or contact on below Email Address jamal@dacaar.org.

Sincerely Yours,
Manager – Logistics Unit
Date: November 27, 2022

