

# Terms of Reference & Scope of Work

Hub Governance Design Consultancy

Call for Consultants | 9CCHDSA5-02  
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## Hub Governance Design Consultancy

### Terms of Reference and Scope of Work

## INTRODUCTION

Afghanistan Humanitarian Hub (AHH) is a locally-led network of local, national, and international humanitarian and social business sector actors collaborating to alleviate human suffering in Afghanistan. AHH envisions a humanitarian system in Afghanistan that is locally led, anticipatory, sustainable, and accountable to the people. Together, members of the Hub are building a community that promotes anticipatory and locally-led humanitarian action, based on local needs and priorities. The Hub serves as a platform for innovation in humanitarian efforts in Afghanistan. The Hub empowers people through a community-based process of cooperation; a process led by the people we serve.

**Vision Statement:** A humanitarian system in Afghanistan that is anticipatory, locally-led, sustainable, and based on local priorities.

**Mission Statement:** We work together to empower communities to prepare for, respond to, and recover from crises.

At the Afghanistan Humanitarian Hub, we have come to appreciate the fact that a sustainable positive impact cannot be achieved through reaction to events and symptoms that are driven by systemic failures. Therefore, it is our collective realization that to create meaningful impact, the Hub collective must adopt a locally led agenda with the aim to deliver greater impact by creating leverage for system-wide change while compensating for the failures of the current aid system IN Afghanistan.

AHH fully appreciates the significance of the “Age of Networks” and “Systems thinking”. These conceptual tools will enable the hub to systematically and methodically tackle the challenge of System-wide transformation one component and one piece at a time.

**Definition:** For the purpose and context of the Afghanistan Humanitarian Hub, System-wide transformation refers to the intentional improvement of the current humanitarian system to better respond to the needs of those affected by humanitarian crises. This definition is read and understood together with the Hub vision, mission and purpose and theory of positive impact.

We believe that a shared vision for system-wide impact that reflects true community priorities, prevailing local environment and global context is the most sensible start. A vision and a strategy that enjoys the social support – active participation and positive ownership - of communities, the buy-in and engagement of humanitarian actors.

*AHH realizes that a true human-centered and community-led impact will require unity of direction and commitment to a common ideal – which we believe is enshrined in the collective Vision of the Afghanistan Humanitarian Hub. We believe this shared vision for positive impact*

*will help facilitate and lead to conducive conditions for positive change and the intended ultimate positive impact for the people we exist to serve.*

## RATIONALE

- A strong governance model (framework) is essential for the effective functioning of the Afghanistan Humanitarian Hub. It ensures that the Hub collective operates in a principled, coordinated and accountable manner within a complex and high-risk environment.
- A thoughtful governance design process is critical to strengthening transparency and collective decision-making, clarifying roles and responsibilities among members of the Hub collective.
- Effective governance is critical to mitigating operational and financial risks, fostering trust among stakeholders and ensuring that the Hub remains aligned with humanitarian principles and strategic priorities, ultimately supporting more sustainable and impactful outcomes for the people.
- A well-structured governance institutionalizes and scales Hubs mission and builds community legitimacy and donor trust by enhancing accountability and transparency.

The leadership of the Afghanistan Humanitarian Hub believe Governance as foundational to the achievement of its collective vision. The Hub collective is committed to building a **resilient, transparent, and high-performing fit-for-purpose governance model** that drives the realization of Hub's collective vision.

This call for consultants seeks to identify and engage an expert consultant (preferably associated with a professional management consultancy firm) who can work with Hub staff, member organizations, communities and the wider social sector stakeholders to design a governance structure and tools needed for a networked and collective leadership. This is done in the spirit of "locally-led and globally connected" ensuring communities, local and International NGOs.

## SECTION 1: TERMS OF REFERENCE

**Purpose:** Consultancy to Design a Detailed Governance Model for the Afghanistan Humanitarian Hub collective.

**Deliverable:** A Practical Model of Governance with Tools for effective implementation packaged into manual format.

**Objective:** To design a detailed governance model for the Afghanistan Humanitarian Hub based on Start Network frameworks (networked and collective leadership) and tailored to the Hub's operating environment and mandate. Objectives of this consultancy are:

- 1) To Strengthen Hub governance systems to improve accountability, transparency, and decision-making. *Assess current governance framework and identify gaps and risks,*

- 2) To align Hub governance structure with country operating environment, Start Network, Hub models, Network of networks governance and best practices in humanitarian networks. *Map and propose improved governance structures - Recommend governance model, with a view to strengthen Hub policies and decision-making processes.*

#### GUIDING FRAMEWORK

1. Develop a governance framework that supports accountability, collective leadership, and strategic decision making and gives the Hub a shared basis for action.
2. Set out how decisions are taken, how risk is managed, and how responsibilities and influence are shared across the Hub so the governance approach supports sound judgement and reduces legal, financial, and reputational risk.
3. Support an approach that allows the Hub to move with enough agility while holding responsibility, participation, and openness across its governance arrangements.
4. Shape a governance framework that supports sustained performance, compliance, and risk management and gives members, communities, and partners confidence in how the Hub is run.
5. Ensure the Hub's leadership arrangements, policies, and decision-making processes are aligned with Start Network, the Hub's vision, and relevant compliance requirements.

## SECTION 2: SCOPE OF WORK

The consultant will work closely with the Hub Coordinator and Hub Chair to develop a governance structure for the Afghanistan Humanitarian Hub that reflects the Hub's context, priorities, and stage of development, and is aligned with Start Network governance and relevant governance practice across comparable humanitarian networks.

The consultant will also provide guidance on key areas including decision making processes, represented through an organogram, communication and information sharing, conflict resolution, financial oversight, and monitoring of the performance of the Hub, the hub host, and member organizations. Specifically, the consultant will undertake the following tasks

### **The Hub Governance framework will include:**

- Governance principles, structure, roles and responsibilities of all structures, tenure, elections, transition and succession plans.
- Hub secretariat and their support to governance function.
- Core governance policies - including conflict of interest, Hub code of conduct and Safeguarding,
- Hub Accountability and Feedback Mechanism

## TASKS

1. Conduct consultations with AHH members and relevant external stakeholders through interviews, focus group discussions, or surveys to gather input on governance needs, priorities, and risks.
2. Review existing AHH documents, including relevant governance working papers, roadmap documents, Start Network governance materials, and other supporting documents, to inform the proposed governance structure.
3. Develop a draft governance structure for AHH that includes:
  - a. Defined roles and responsibilities for members, leadership bodies, and committees.
  - b. Decision making processes that support participation, accountability, and responsible leadership.
  - c. Communication and information sharing arrangements across members, leadership, and committees.
  - d. Conflict resolution mechanisms to guide the management of disputes and governance related concerns.
4. 4 Draft the basic organizational policies and manuals required to support the governance structure and its application in practice.
5. Facilitate a workshop with AHH members to review, discuss, and refine the proposed governance structure and related policies.
6. Incorporate feedback from AHH members and finalize the governance structure and the agreed basic policies and manuals.
7. Develop an implementation plan that sets out the steps, responsibilities, and sequencing required to adopt the governance structure and roll out the related policies and manuals.

## DELIVERABLES

The consultant will be expected to deliver the following outputs:

#	Expected output	Description
1	Inception Report	– A detailed work plan, methodology, and timeline for the consultancy.
2	Diagnostic Report	– A summary of findings from the document review and consultations with members and relevant stakeholders.
3	Draft Governance Structure and Basic Policies/Manuals	– A draft governance structure document for AHH. – Draft basic policies and manuals required to support the proposed governance structure.
4	Governance and Policy Review Workshop Report	– A summary of inputs, comments, and recommendations gathered from AHH members and relevant stakeholders during the review workshop.
5	Final Governance Structure with Implementation Plan	– A final governance structure for AHH. – A practical implementation plan setting out the steps, responsibilities, and sequencing required for adoption.
6	Final Basic Policies and Manuals with Roll Out Plan	– Final versions of the agreed basic policies and manuals – A roll out plan to support their uptake and use across the Hub

## SECTION 3: SELECTION CRITERIA

### Qualification and Experience

- Background in NGO governance (preferably multi-stakeholder NGO networks. *Experience in designing multi-stakeholder network governance models for aid and development sector networks or organizations of national reach and comparable scope.*)
- *Versed in humanitarian aid and development sector discourse.*
- Familiarity with the *Start Network Country Hub model and its operating dynamics.*
- Demonstrated ability to develop *context-appropriate, practical, implementable* governance models for NGO networks in Afghanistan.
- Experience in working with Afghan local and international NGOs.

- Local Consultant (preferably associated with an international or local management/legal consulting firm). Or member of a professional (preferably internationally chartered) practice.
- Embedded in the sector and similar experience.
- Conversant in the theory of strategic and change management.
- Firm grasp on the concepts of power and its dynamics in networks, partnerships and collective leadership.
- A good command of the English language.
- Bachelor (preferably masters) in Management Study – strategic change management, Legal/Political Studies, Development Studies, International Relations.
- Certification: *preferred* Partnership Brokering.
- Minimum 5 years leadership and management experience in the Humanitarian Aid and development sector in Afghanistan. Track record and in supporting local, national and international organizations and networks build and implement strong governance systems.
- Solid understanding of Afghan legal frameworks (particularly NGO law and the operating environment), as well as humanitarian principles and internationally recognized governance standards and best practices—especially those adopted by *Start Network Hubs*.
- Strong analytical and modelling skills, especially for NGO networks in Afghanistan.

## ASSIGNMENT

**Assignment Period:** This assignment is expected to take a maximum of **8 weeks**.

**Application Process:** Interested consultants or consulting firms are invited to submit a maximum of **5-page** application outlining:

### **Technical Approach:**

- Understanding of the assignment and scope of work
- Detailed methodology and approach for completing the tasks
- Work plan and timeline

## SECTION 4: SUBMISSION

Proposal submission requirements include 1) Technical and Financial proposal (including CVs of lead expert) and relevant references of comparable work.

1. **Technical Proposal:** The following documents should be submitted together with the application:
  - a. CVs of the consultant or consulting team outlining relevant experience and qualifications.
  - b. Copies of similar work completed, including at least one completion report, recommendation letter, or equivalent supporting document
  - c. Contact details of at least **2** professional references who have worked with the consultant on similar assignments
  - d. For consulting firms, a valid registration document
2. **Financial Proposal:** Top line budget, including professional fees, travel, accommodation, and any other associated costs.

Proposals should be submitted by email to [secretariat@ahh.net.af](mailto:secretariat@ahh.net.af) before **5pm** Afghanistan Time on **5 May 2026** with the subject line "**AHH Governance Design Consultancy 9CCHDSA5-02**". Late submissions will not be considered.

## EVALUATION CRITERIA

Proposals will be evaluated against the following criteria:

1. Technical approach, methodology, relevant experience and qualifications, and the timeliness and feasibility of the work plan **(80%)**
2. Cost effectiveness of the financial proposal **(20%)**

Shortlisted applicants may be invited for an interview or asked to provide additional information before final selection.

