

# **Affiliated Network for Social Accountability in the Arab World**

## *Consultancy Terms of Reference*

### **Conducting a Baseline Assessment of the Environment for Social Accountability and a Mapping of Key Actors and Initiatives in Seven Target Countries**

#### **I. Background**

CARE has operated in Egypt since 1954. Its programming aims to help communities living in poverty meet basic needs, improve their social positions and cope with their challenging environments in ways that are sustainable and empowering. Underpinning all of CARE's work is a commitment to strengthening local civil society, promoting human rights and addressing the underlying causes of poverty and injustice, such as poor governance, gender inequity, economic and social exclusion and conflict. CARE places special emphasis on investing in women and girls because its experience shows that their involvement invariably brings long-term benefits to families and communities.

#### **Overview of the Governance and Civic Engagement Program**

The Governance and Civic Engagement Program aims to address poor local governance as a key underlying cause of poverty, by fostering transparency, accountability, and citizen inclusion in processes of public decision making. The program focuses on: supporting local government to implement processes that give citizens opportunities to express their views and participate; enhancing CSOs role in promoting good governance and holding local government accountable; advancing citizen, especially women and youth, engagement in local affairs to provide them with opportunities to express their views and influence decisions; and supporting media independence and the capacity of the media to provide citizens with objective, balanced, and fact-based information.

**The Affiliated Network for Social Accountability in the Arab World (ANSA-AW)** is managed by CARE International in Egypt as a project under the Governance and Civic Engagement Program. The initial startup phase of the project is funded by the World Bank. **Social accountability** refers to approaches that seek to enhance the ability of citizens, civil society organizations, and other non-state actors to hold the state accountable and to make it responsive to their needs, and also enhance the capacity of the state to become transparent, accountable, and participatory in order to respond to these demands.

Many countries across the Middle East and North Africa are undergoing a process of political and social transformation following the so-called "Arab Springtime" of 2011. In a number of countries, a new order is being negotiated which may lead to more democratic, inclusive and accountable governance. ANSA-AW believes that strong and competent citizen associations and civil society organizations (CSOs), demanding good governance through the effective use of social accountability tools, are crucial to establishing accountable and responsive state institutions. While much attention has been paid to the "supply" side of good governance (i.e.

encouraging governments to improve internal systems of transparency, accountability, responsiveness and effectiveness), it is now broadly recognized that more needs to be done on the “demand” side of good governance, by supporting and building the capacity of citizens and CSOs to hold the government (and other societal power-holders) accountable and to participate in processes of governance and public decision-making that directly affect their lives.

ANSA-AW aims to establish a network of social accountability practitioners from across the region and to enhance social accountability in the Arab world by: building the capacity of members of the network; raising awareness on social accountability; facilitating information sharing and networking, and; establishing a small grants program to support social accountability initiatives. The network was launched in Rabat, Morocco on 15 March 2012 by potential members from seven Arab countries: Palestine, Jordan, Lebanon, Yemen, Egypt, Tunisia and Morocco.

## II. Objectives of the assignment

The main **objective** of the mission is to develop country social accountability profiles based on an assessment of the current state of social accountability in each of the seven countries targeted by ANSA-AW, providing a baseline for ANSA-AW’s future activities.

The ANSA-AW team has already established an initial network of members in each target country and prepared a series of draft country profiles. Documentation is also available from regional workshops (conducted in Cairo 2010; Amman 2011 and Rabat in 2012); in-country consultancies on strategic planning and outreach (2011-2012); and other existing literature<sup>1</sup> (e.g. from think tank and academic studies, media, journals, etc.).

Moving forward, the country team’s work in this area must be informed and guided by: (i) a careful *mapping of key relevant actors and stakeholders in each target country*; (ii) a thorough *stock-taking and analysis of social accountability experiences* to date, and; (iii) a detailed *analysis of the current political economy<sup>2</sup> for social accountability approaches*, including the identification of key strengths and opportunities, as well as principal risks and obstacles, and recommendations for managing or addressing them.

Research will focus more specifically on the four “strategic pillars” of social accountability identified by ANSA-Arab World network members. These are:

### 1. Access to Information

ANSA-AW recognizes that access to information is one of the cornerstones of social accountability, as citizens’ right to public information is a first key step in demanding accountability from various stakeholders. Key potential issues with regard to access to information include: a legal and regulatory framework that ensures access to information; information disclosure systems and practices, and; citizen demand for and use of relevant public information.

---

<sup>1</sup> Consultant is expected to conduct his own research.

<sup>2</sup> Social, economic, cultural and institutional

## **2. Freedom of Association**

Being able to collectively come together in a society to express, promote and lobby for certain rights has not yet been guaranteed in all Arab countries. Achieving social accountability will not be possible without citizens being free to gather, associate with one another to advance common interests and join forces in seeking accountability from public authorities and other societal power-holders. Key potential issues include: legal guarantees of freedom of association; laws and regulations governing the associative sector; political will to respect freedom of association, and; socio-economic, cultural and other factors that influence citizen association.

## **3. Financial Transparency**

Another key element of social accountability is the ability of citizens and CSOs to access information about public budget and expenditures and to monitor and influence processes related to the allocation and management of public resources. Key issues include: budget transparency, access to information about public expenditures, the openness of budgeting processing and levels of “budget literacy” among the general population.

## **4. Citizen/community-led monitoring of public services**

Basic public services (in the areas of health, education, water, sanitation, etc.) are essential to citizen well-being and of particular importance to poorer and disadvantaged social groups. As a result, many social accountability initiatives focus on improving the quality and accessibility of these services through citizen participation in processes of decision-making and oversight and through a range of citizen/community-led monitoring and evaluation tools for holding the government accountable for its commitments.

The principal deliverables of the assignment include:

- a) Seven country<sup>3</sup>-specific social accountability assessment reports (covering the elements described above).
- b) Documentation of the various research methodologies utilized and databases<sup>4</sup> of collected information from each country.
- c) A summary overview report on social accountability in the region.
- d) SA baseline tracking system<sup>5</sup> (software) regional and country specific level.

---

<sup>3</sup> The 7 countries mentioned earlier.

<sup>4</sup> Consultant is expected to cover that point clearly in the technical proposal

<sup>5</sup> Consultant is expected to propose the best system/software for this task in the technical proposal, in addition to include clear examples and samples

### III. Scope of Work

The consultancy is expected to be conducted by a team of one (international) Lead Researcher and seven National Researchers (one from each target country). This core team may be assisted by other junior researchers and/or administrative or technical assistants as required.

Principal research methodologies will include targeted literature reviews, semi-structured interviews (with relevant experts and key informants), a qualitative survey (of social accountability practitioners) and focus group discussions with key informants and stakeholders (which may include, for example, leaders of formal and informal civil society groups, think tanks, academic institutions, and religious organizations; government officials; parliamentarians; media workers, private sector representatives, international NGOs; and, foreign donors).

Key products outlined below.

Activity	Purpose	Product	Methodology	Timeline
Inception report	Outline a detailed research plan and identify initial core set of source documents.	A 10-20 page inception report outlining a detailed research plan, describing research methodologies, proposing guiding questions for semi-structured interviews, focus group discussion and proposing a draft survey questionnaire. The inception report should also provide a detailed work plan and timeline (that details the division of labor among team members) and include an initial bibliography and literature review report.	Review ANSA-AW background documents and draft country profiles, desk research and consultation with national experts, design of research methodology and work plan.	WEEK 1-2
<b>Submit inception report for review and approval</b>				
Qualitative survey of key actors	Gather relevant information from SAc practitioners about their experiences, perceptions and lessons learned.	Survey findings should provide information about: SAc experiences in the target country, experiences and lessons of SAc practitioners, perceptions about the country context, key challenges and opportunities.	Qualitative survey conducted with key actors, data entry and analysis. It is recommended that the survey be piloted in 1 or 2 countries and adapted as required before being rolled out across the region.	WEEKS 3-8
Mapping of SAc actors	Identify key actors and stakeholders in the field of social accountability.	Matrix of essential information on each key actor/organization (i.e. size/capacity of the organization, experience/interest in the area of social accountability, relevant experience with regard to the strategic pillars, contact information, etc.).	The mapping will rely primarily on: the first-hand knowledge of national researchers, interviews with key informants, internet research and, the collection of relevant documents. <sup>6</sup>	
<b>Submit documentation of interviews, focus group discussions and survey data</b>				

<sup>6</sup> The consultants will be offered a contact list for each country as a starting point. It is requested that national researchers propose additional entities and actors to be interviewed based on their country knowledge and contacts.

<b>Activity</b>	<b>Purpose</b>	<b>Product</b>	<b>Methodology</b>	<b>Timeline</b>
Mapping of SAc initiatives	Provide an overview of recent, current and upcoming SAc activities in the target country.	Summary matrix of relevant SAc activities, including information about the nature and scope of the initiative and key outcomes,	Key informant interviews, survey findings.	WEEKS 9-10
Case study analysis	Draw lessons from 2-3 particularly successful or informative SAc experiences.	2-3 brief case studies (1-2 page each) describing good practices, success factors and key lessons learned.	Selection of 2-3 cases on the basis of interviews and survey findings. Collection of relevant project documents and follow-up interviews with relevant actors as necessary.	WEEKS 11-12
Context analysis	Identify and analyze key aspects of the country context related to social accountability.	A 10-12 page analysis of key (political, institutional, cultural, socio-economic) aspects of the country context, and their relevance to social accountability and each of the strategic pillars, highlighting principal strengths, weaknesses and necessary reforms.	Literature review, interviews with key informants, survey findings, focus groups discussions (on key issues as deemed necessary), analysis and formulation of recommendations.	WEEKS 13-14
Draft country reports	Consolidate all the above elements into a draft research report (for each target country)..	For each target country, a 20-25 analytical report. Matrices of mapping of key actors and initiatives, survey findings and bibliographic references should be attached in Annex.	Consolidation of research data and report writing. Lead researcher reviews all country reports and submits to ANSA-AW (and/or in-country reference group) for review and comment.	WEEK 15
<b>Submit draft country report for review and comment</b>				
Final research report	Make final revisions to country reports (based on review by ANSA-AW and/or in-country reviewers).	The final set of country reports should be accompanied by a regional summary overview (drafted by the Lead Researcher)	Addressing comments received, making final revisions.	WEEK 16
<ul style="list-style-type: none"> <li>- Seven country<sup>7</sup>-specific social accountability assessment reports (covering the elements described above).</li> <li>- Documentation of the various research methodologies utilized and databases<sup>8</sup> of collected information from each country.</li> <li>- A summary overview report on social accountability in the region.</li> <li>- SA baseline tracking system<sup>9</sup> (software) regional and country specific level.</li> </ul>				

<sup>7</sup> The 7 countries mentioned earlier.

<sup>8</sup> Consultant is expected to cover that point clearly in the technical proposal

<sup>9</sup> Consultant is expected to propose the best system/software for this task in the technical proposal, in addition to include clear examples and samples

## II. Research Team Qualifications:

The research team should have the following qualifications:

### 1. *Lead Researcher*

#### **Required:**

- A minimum of 10 years experience in governance, political economy and/or civil society researches and analysis.
- Advanced degree (minimum of Masters) in political science, international development and/or a related social science discipline.
- The capacity to analyze complex socio-political issues and to propose recommendations regarding potentially sensitive and delicate problem areas.
- An in-depth understanding of the theory and practice of social accountability.
- Specialized knowledge of the political and socio-cultural environment of the Arab world.
- Demonstrated expertise and proven track record in conducting complex civil society and/or governance-oriented social science research and delivering high quality analytical products.
- Experience in designing and leading multi-disciplinary literature reviews, case study research, semi-structured interviews, qualitative surveys and focus group discussion.

#### **Preferred:**

- Specialized expertise in one or more of the four focal areas of, (i) access to information, (ii) freedom of association, (iii) budget transparency and; (iv) citizen/community monitoring of public services.

### 2. *National Researchers*

#### **Required:**

- A minimum 7 years experience in governance, political economy and/or civil society research and analysis.
- An advanced degree (Masters degree or equivalent) in political science, international development and/or a related social science discipline.
- Strong knowledge of the government sector and civil society in the target country.
- Ability to work independently and judiciously handle sensitive and delicate issues.
- Experience in conducting multi-disciplinary social research including literature reviews, case study research, semi-structured interviews, qualitative surveys and focus group discussions.

#### **Preferred:**

- Specialized expertise in one or more of the four focal areas of, (i) access to information, (ii) freedom of association, (iii) budget transparency and; (iv) citizen/community monitoring of public services.

## V. Execution of assignment

The assignment will be executed over a period of **16** weeks as outlined above, under the supervision of CARE International in Egypt, Governance and Civic Engagement Program. National Researchers will report to the Lead Researcher who will, in turn report to the Program Director. The Director will make sure that a day-to-day facilitation/support/liaison is offered for the consultants.

All reports and other written outputs will be submitted to CARE Egypt in electronic form. The electronic submission will include all relevant reports as well as underlying research data. These will become property of ANSA-AW. Each of the products outlined above will be submitted in draft for review and comment. The Inception Report (prepared by the Lead Researcher) will specify the schedule for the submission of draft products, the period of review, the incorporation of comments and the final submission of a satisfactory product.

## VI. Technical and financial proposal:

Interested applicants should submit the following documents in their offers:

### A. Technical Proposal:

A short (maximum 5 pages) technical proposal in Arabic and English (5 pages each) covering the following:

1. A brief statement of understanding of the assignment.
2. A description of the consultant's proposed general approach to the assignment.
3. A description of each specific research methodology the consultant proposes to use.
4. The technical proposal should include in annex (in addition to the 5 page proposal):
  - i) A statement of the qualifications and skills of the consultant organization (if applicable) and/or the Lead Researcher, including a brief description of previous relevant (similar) consultancies.
  - ii) A copy of the CVs of the proposed Lead Researcher<sup>10</sup> and each of the National Researchers (as well as any additional proposed assistants). Each CV should be no longer than three pages and contain relevant information only.
  - iii) A writing sample by the Lead Researcher (e.g. a previous article or report, ideally on a subject related to social accountability or governance).

### B. Financial Proposal:

The consultant is requested to submit a **firm fixed price** offer separate from the technical proposal. The financial proposal should include a breakdown of the cost elements to assist in determining the rationale of the given rates. The total cost should cover the following:

- Entire research process including: preparation and design of the research methods;
- Personnel;
- Perdiem<sup>11</sup>;

---

<sup>10</sup> Its requested that the CV of the lead consultant and/or the firm includes references and contacts for past missions.

<sup>11</sup> Following CARE procedures as per the attached table.

- Hotel and accommodation (this cost is reimbursable after submission of the actual amount with original invoice(s));
- Communication;
- Meeting expenses, including venue, supplies...etc;
- Reporting, including the preparation of draft country reports, and the preparation of the final research product (with accompanying data sets); and
- Any other costs.

The financial report should indicate a complete list of deliverables and a proposed time-frame.

Preliminary meetings to discuss the exact framework, approach, tools and field work of the consultancy team will be held at the start of the mission.

## **VII. Payment Schedule**

The consultant will be paid in three tranches:

1. Upon signature of the contract, the firm/consultant will receive 30% of the contract award.
2. Upon submission of documentation of interviews, focus group discussions and survey data, the firm/consultant will receive 30% of the contract award
3. The firm/consultant will be paid the remaining 40% of the contract award upon submission and CARE approval of the final research product.

**The deadline for sending a technical and financial proposal is July 5<sup>th</sup>, 2012**

**The proposal or any clarifications should be send to the following e-mails:**

**Ahmed Abdel Rehim, CARE International in Egypt, Procurement Officer:**  
[a.rehim@egypt.care.org](mailto:a.rehim@egypt.care.org)

**Amr Lashin, Governance and Civic Engagement Program Director:**  
[alashin@egypt.care.org](mailto:alashin@egypt.care.org)