

Annex 1- Terms of Reference and Expectations

Evaluation of the work of the Lebanon Humanitarian INGO Forum (LHIF) in 2017-18 and supporting the future direction: Assessing impact and improving relevance and effectiveness

Lebanon, October-December 2018

1. Rationale and context for the study:

Established in 2012, the Lebanon Humanitarian INGO Forum (LHIF) is a network of 47 international NGOs who are working to address the needs of refugees from Syria and vulnerable Lebanese communities throughout Lebanon. The core function of LHIF is to facilitate coordination among members by: identifying strategic issues, advocating for common goals with a unified and consistent voice to influence policy and decision making, sharing information, and representing the forum with external stakeholders. LHIF also facilitates and provides representation of INGOs in response leadership bodies and works to enhance engagement of NGOs in response planning and coordination. LHIF support members to address common administrative challenges to INGO operations, including bureaucratic constraints.

LHIF's secretariat is administratively hosted by the Norwegian Refugee Council. LHIF's decision making authority sits with the plenary of representatives from all member organisations (country director level), with a steering committee of five country directors elected to provide day-to-day oversight of LHIF actions and representation of INGOs in response for a alongside the secretariat. A set of thematic working groups, made up of specialist operational staff from across LHIF member organisations, work together on advocacy and coordination in key areas. In 2017-18 LHIF members have identified common strategic directions in order to prioritise joint advocacy.

This study will serve as a review of LHIF's impact and effectiveness in 2017-2018 as well as to provide recommendations for the future of the network, given shifts in the NGO landscape in Lebanon and wider external context. Seven years into the Syria crisis, LHIF members are keen to explore whether the membership, governance and priorities of LHIF should be adapted to ensure the relevance and effectiveness of the network in continuing to support NGOs to meet the needs of crisis-affected people.

2. Objectives and audience:

The study should be guided by the following two key objectives:

Objective 1: *Identify the impact of the LHIF network's work to advocate on key issues of INGOs' common interest, support effective NGO coordination and engagement in response structures and ensure that humanitarian operational space is maintained.*

Objective 2: *Identify recommendations that will support LHIF to adapt in order to increase the relevance and effectiveness of the network and INGOs more broadly in Lebanon over the next two years.*

Audience targeted through the review:

Primary: LHIF steering committee and member organisations' Lebanon offices; member organisations' HQs; other NGO fora and platforms (including Lebanese NGO forum, SIRF, JIF, ICVA, InterAction)

Secondary: UN agencies including inter-agency coordination staff; donors; other partners, including local CSOs and coordination groups

3. Content and methodology of the study:

Methodology:

The review will be undertaken by an independent consultant/company. She/he will be guided and supported by the LHIF Secretariat and Steering Committee – ultimately accountable to the LHIF Steering Committee.

In order to meet the objectives, the consultant would:

- Compile relevant information from LHIF's annual membership surveys (conducted May/June 2017 and 2018), action evaluations (eg. post-Brussels conferences) and donor reporting by the LHIF secretariat
- Work with the Secretariat to develop an additional short questionnaire for LHIF members
- Conduct structured interviews with the following stakeholders both on the effectiveness of LHIF and the role for the NGO forum in future response activities, advocacy and humanitarian/development debates:
 - At least 5 LHIF steering committee members (past / present)
 - At least 10 other LHIF member organization staff – working across sectoral areas (including at least 2 interviews with regional staff)
 - UN agencies, including the RC/HC, at least 2 x heads/deputy of agency, inter-agency coordination staff, sector coordination staff
 - At least 5 donors governments' representatives
 - At least 3 national NGO representatives

Content:

Objective 1: *Identify the impact of the LHIF network's work to advocate on key issues of INGOs' common interest, support effective NGO coordination and engagement in response structures and ensure that humanitarian operational space is maintained.*

The study will contain:

- An assessment of to what extent LHIF has fulfilled its core functions (coordination, advocacy, engagement) in 2017-18

- Identify specific impact achieved against advocacy objectives / seek to better understand barriers to progress where relevant
- Case studies on initiatives spearheaded by LHIF / processes coordinated where impact has been achieved, in order to capture learning for future LHIF activities as well as for other fora

Objective 2: *Identify recommendations that will support LHIF to adapt in order to increase the relevance and effectiveness of the network in Lebanon over the next two years.*

As part of an assessment into how LHIF can be strengthened in the future, given changes in the external context and priorities of its members, the study will specifically consider:

- Whether LHIF's governance structure and representation arrangements are fit for purpose and how they could be strengthened or adapted given changes to the external context (eg. phase of the crisis response, shifts in humanitarian and development architecture, number of NGOs operating in Lebanon, proliferation of consortia);
- Whether LHIF should remain a primarily *humanitarian* network (for example in its membership / areas of advocacy focus);
- Whether LHIF should remain an *international* NGO-only forum – with clear recommendations on how LHIF should seek to work with national civil society actors in future;
- Whether the balance between LHIF's core functions – coordination, advocacy, engagement/representation – should be amended;
- How member engagement in future LHIF activities can be strengthened (eg. through clearer leadership roles for individual members beyond steering committee seats);
- Whether the make-up of the secretariat (eg. staffing) / hosting arrangements should be altered.

4. Deliverables and timeline:

The following **outputs** are expected:

- Consultant's report in English composed of the two specific objectives (in addition to an executive summary, introduction, description of the methodology)
- Presentation material including:
 - Accessible 1-page summary document setting out key findings
 - Powerpoint presentation of key findings for discussion at LHIF plenary meeting of members' country directors (and further use in other discussion spaces)
- Case studies of impact achieved to be included in report and presentation material
- Guidance on LHIF's future M&E approach

It is anticipated that the project would take between **20 – 30 working days** of the consultant's time. The period of work should begin no later than 15 November, with a **delivery date no later than 27 December 2018.**

5. Consultant's requirements:

To conduct this study, the consultant will have the following **profile and experience:**

- Consultancy Firms with business trading license or Individual researchers that are registered as sole trader (one-man company). Bids from Individual researchers with no business-trading license will not be accepted.
- Knowledge and experience of monitoring and evaluation methodology and reporting
- Knowledge of the humanitarian sector and policies (as relevant to debates at the global, regional, national level)
- Experience in working/interacting with NGOs and the UN system
- Experience in conducting similar studies;
- Ability to work quickly and deliver products in line with agreed timeframes, ensuring strong communication with the LHIF secretariat and steering committee
- Excellent English writing and verbal communication skills; Arabic is a plus
- Ability to travel to Lebanon to undertake the project if not already based in the country

6. Submission Guidelines:

For interested bidders “RFQ” documents must be requested by sending a letter of interest mentioning the title of the consultancy, company details and contact person to the E-mail address below otherwise submitted bids will not be considered: lb.procurement@nrc.no

Same as mentioned in the RFQ, Documents Comprising the Bid, bidders should submit proposals (both technical and financial) as follows:

A. Administrative Part:

- Filled, signed and stamped RFQ that contains your priced offer in page 5.
- Annex 2 -Suppliers Ethical Standards Declaration form signed
- For Lebanese firms, Company registration and VAT, if applicable.
- For Non Lebanese firms, business trading license.
- IDs or Passport Copies of the authorized people that can sign on behalf of the company. This is mandatory for the Background Check

B. Technical Part:

- CV or detailed company profile
- Examples of previous relevant work
- Indicative work-plan for completing the deliverable in the specific timeframe
- Contact details of three existing or former clients who can serve as references by filling the table in page 4 below.

C. Financial Part:

- Total Cost budget with all-inclusive price that will be incurred per deliverable (including but not limited to flights, visas, insurance coverage and any other related cost). (NRC will provide Accommodation and travel cost inside Lebanon.)
- An itemized breakdown of human resources and activity expenses