

October 6, 2020

CALL FOR APPLICATIONS

DROPS Community Progress Lebanon is looking for a Consultant to plan and carry out an organisational development process and coaching of DROPS Community Progress Lebanon.

- **Project start:** 01.10.2020
- **Project end:** 01.04.2022
- **Project duration:** 18months
- **Location:** Tripoli, Lebanon
- **Consultancy execution period:** December 2020 – December 2021

TERMS OF REFERENCE

For the set-up and implementation of a capacity and organizational development process and the coaching of DROPS Lebanon

1. Background

DROPS Community Progress was founded in 2005 as a politically and religiously independent non-profit organization with the aim to support youth at risk in Lebanon, including Palestinians, Lebanese and Syrians alike, to take responsibility for their personal and professional development and to promote positive changes in their lives and for their communities. DROPS designed its own Junior Professional Program in 2010 and implemented it since 2011 in the two Palestinian Camps Beddawi and Nahr al Bared, and in Tripoli City in North Lebanon. DROPS also collaborated with the Swiss Foundation Swisscontact to pilot a new initiative: the Coaching for Employment and Entrepreneurship project in Tripoli.

Due to DROPS' history, having been founded by a Palestinian from Tripoli, North Lebanon, and a Swiss citizen, the organization was set up as two sub-organizations, one in Lebanon and one in Switzerland, closely cooperating on a strategic and operational level. In 2019, DROPS initiated a restructuring process with the aim to meet the changing needs of both parties

involved and to ensure a sustainable set up of DROPS Community Progress as a whole, mainly the strengthening and future independence of DROPS Lebanon.

While the administrative office in Switzerland has been closed in early 2020, and the hand-over of all operational and other core tasks of the volunteer Swiss Board to Lebanon have taken place, there are still needs of the DROPS Lebanon team – both the staff and the new local Board – to build respective capacities and to set-up the organization in an economically sustainable way.

2. Objective of the consultancy

The capacity building and organizational development process of DROPS Lebanon is supported by the Drosos Foundation that aims for this purpose to hire an experienced and Lebanon-based external consultant. The consultant is expected to plan and implement the 12-months process and act as a coach/mentor mainly for DROPS Lebanon’s senior management and admin and finance staff.

The process shall provide DROPS with the opportunity to thoroughly reflect on its strength and weaknesses and the options and measures to be taken to become a sustainable organization. More concretely, the objectives of the consultancy are:

- Institutional development and re-organization of the current structure with the aim to improve:
 - Management: general management, team and time management, incl. clearly defined roles and responsibilities
 - Board: composition, legal set up and functions of Lebanese and Swiss board
 - Fundraising: diversification of revenue streams, desk research, proposal writing (concept notes, project documents, logframes, ToC, budgets - incl. logics and calculation of overhead)
 - HR: job descriptions, HR guidelines, issuing work permits, social security
 - Procurement: procurement policies and procedures
 - Accounting and office management: Lebanon accounting standards, new accounting system
 - M&E: for DROPS in general (accountability, quality assurance), data collection and analysis

- Communication: strategy (mainly also related to social media), target-group specific storytelling, narrative and financial reporting (including how to communicate numbers)
- Development of a strategy for DROPS 2021-2023, supported and approved by the team and ready for implementation (vision, mission, resources available, roles/responsibilities assigned, work plan and budget in place).
- Training and coaching of DROPS staff during the implementation of the above-mentioned strategy through targeted capacity building.

3. Implementation of the consultancy

The mandate is divided into the following phases:

Phase 1: Inception Phase

- Desk research, exchange of relevant documents (including statutes of the Swiss and Lebanese Board, MoU between DROPS Lebanon and Switzerland, Draft organizational setup as of January 2020, project evaluations, etc.).
- A “get-to-know-each-other“ to have a common understanding of the current vision and mission as well as the challenges of DROPS as a basis for future exchange.

Phase 2: Planning Phase

- Based on the findings of the inception phase, the Consultant and DROPS are invited to jointly draft a work plan for their future cooperation. The work plan shall certainly include a revision of all the organisational elements mentioned under the Objectives above, detailing the priorities in each area and the sequencing of interventions.
- Development of a three years’ strategy and a detailed annual action plan with a focus on aspects such as management, building capacities and other technical priorities, public relations and visibility, strategic planning, supervision, communication, fundraising and other tasks.
- A plan for a re-organisation of DROPS in order to be in line with the strategy and work plan.
- Development of relevant procedures and documents.

Phase 3: Coaching Phase

- Coaching and guiding of DROPS throughout the work plan and in the implementation of the Strategy 2021-2023.

- Validation workshop with all team members (including newly hired ones) at the middle and at the end of the coaching phase to consolidate, assess current status of DROPS and well-being of the team as well as assess the outlook for DROPS.

4. Approach to implement the consultancy

The process shall strongly involve all staff and relevant stakeholders since different perspectives are valuable in understanding the organization's strengths and areas for growth. Aiming for institutional strengthening by building organization-wide consensus, the principal value of the exercise is in the collective discussion.

The Consultant is to plan and lead team workshops/retreats with DROPS staff as well as longer work sessions on place, in combination with communication and work through desk research and interviews.

Additionally, the Consultant may suggest work missions of DROPS staff to other institutions in the region for learning and exchange purposes to be eventually supported and fundraised for in the future.

The Consultant shall outline in the application, the proposed working modality. As it is intended as a long-term intervention, the Consultant is expected to be available throughout the year, agreeing with the Project Team on suitable days for exchanges, meetings, sessions etc. Given the possibility of a renewed lockdown, the Consultant shall be ready to hold virtual meetings with the Team, and engage online, in case the Team cannot gather at the office.

5. Deliverables

- Assessment of DROPS with concrete recommendations to the management how to move forward in order to ensure that DROPS becomes a sustainable organization.
- Strategy 2020-2023 supported and approved by the team, and ready for implementation (resources available, roles / responsibilities assigned, work plan and budget in place).
- Support to the Team in the development of key documentation:
 - Revision of mission, vision, long-term goals, priority activities and development levels
 - Internal documents defining all relevant business modalities, incl. organizational chart, job descriptions, etc.
 - Financial plan for the period of 2020-2023

- Communication strategy
- Fundraising/revenue generating strategy including potential donors/clients (private sector)

6. Reporting and payment modalities

The Consultant is requested to submit a quarterly report to Drosos, summarising key developments, progress, challenges and decisions taken, while also highlighting the plan for the upcoming quarter.

The Consultant is requested to submit a final report at the end of the consultancy period presenting the entire process and the organisational evolution. Recommendations for the organisation moving forward shall also be included.

The Consultant will be paid by DROSOS Foundation upon approval of reports at agreed time intervals.

7. Requirements

The Consultant should have the following qualifications:

- Proven track record in setting up and implementing organizational development and capacity building processes (ideally in civil society organizations and in the private sector)
- Excellent coaching and management skills
- Very good understanding of the legal and institutional framework as well as the economic and funding situation in Lebanon
- Familiarity with topics such as social and professional integration, (vocational) skills development, employability, employment and entrepreneurship promotion, livelihood etc. is an asset
- Familiarity with the local context in North Lebanon, knowledge of the situation in the project area (including the Palestinian camps) is an asset
- Sensitive way of engaging and communicating with people
- Native Arabic speaker and excellent English writing skills
- Based in Lebanon, allowing for frequent travel to the DROPS office in Tripoli

8. Proposals

The Consultant is invited to send a proposal in English, including:

- A work plan (incl. coaching methodology and timeline for deliverables)



- Detailed budget for the mandate
- CV
- Motivation letter

Deadline for submitting a proposal is **31 October 2020**. Only short-listed applicants will be contacted. Proposals should be submitted via email to: ayman.hafiz@gmail.com and ziad.drops@gmail.com.
