



TERMS OF REFERENCE

Evaluating the Lebanese Red Cross Branch Development Programme (mid-2016 to end 2018)

Contact details:

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Summary

Purpose

The Lebanese Red Cross (LRC) is the largest national humanitarian organization in Lebanon; it has 32 branches across the country and more than 7,000 active volunteers and members. LRC has 46 Emergency Medical Services (EMS) centers, 4 Dispatch centers operating the national medical emergency hotline, 38 medical social centers, 9 mobile medical units, 33 youth clubs, 13 blood transfusion centers, 6 nursing institutes and 14 Disaster Management Units (DMU).

As part of its organizational development efforts, LRC aims to strengthen its local branches and has initiated the branch development programme in June 2016 to strengthen and empower local units. Two and a half years after the start of the programme, LRC is currently via these ToRs soliciting proposals for a first review of this programme.

Duration

The estimated duration of the evaluation is 30 days, including briefings, desktop review, field work, report writing, presentation and follow-up. The fieldwork should be conducted in January 2019. LRC will prioritize proposals that include a final deliverable by end of February 2019.

Methodology

The consultancy will consist of desk studies of relevant documents, agreements and strategy documents as well as field missions in Lebanon. The selected consultant will carry out site visits in Lebanon, interviews with internal and external stakeholders. The consultant is responsible for developing an initial plan and schedule for the work, and to produce a final report including an evaluation of the programme performance to date and recommendations for the continuation of the programme.

Location

The consultancy will take place in Lebanon with possible interviews via Skype.

Application requirements

The consultant must be fluent in English. Experience in the MENA region / Lebanon is an advantage. The consultant must have proven programme evaluation experience, documented reporting skills and demonstrable experience in organizational development work.

Payment Methods:

50% on Signature of the contract, 50% when submitting the Final Report

1. Background

With an estimated 1.5 million Syrian refugees living amongst a national population of around 4 million, Lebanon currently has the highest per capita concentration of refugees in the world. Syrian refugees – along with approximately 300,000 Palestinian refugees in Lebanon – are struggling to meet their basic needs, and are largely dependent on humanitarian assistance since (apart from a few sectors where official exceptions have been made) they do not have formal access to the labor market. Lebanon's public services are in many cases too stretched to offer basic services such as health, education and other communal services, which in turn places pressure also on host communities.

The Syria crisis has had enormous social and economic impacts on Lebanon; there has been a decline in overall socio-economic indicators and unemployment has doubled. The crisis is affecting Lebanon's stability, exacerbating pre-existing vulnerabilities, overstressing basic social services, diminishing trade and investment, as well as creating competition for limited and declining resources. In parallel, on-going fighting near the border with Syria, longstanding inter-communal tensions resulting in armed clashes (e.g. Tripoli), security operations leading to arrests across the country, the changing political landscape and tensions in the South are contributing to an increased level of tension in Lebanon. Other regional developments, such as the situation in Iraq and Yemen are also adding to the complexity of the regional dynamics and to the insecurity.

As the largest local humanitarian organization, the Lebanese Red Cross (LRC) provides services to more than half a million persons every year. Its services are mainly focused on Emergency Medical Services (EMS), Primary Health Care (PHC), Blood Transfusion Services (BTS) and Disaster Management (DM).

Services are delivered through a network of around 5000 active volunteers and 365 staff working from 46 ambulance stations, 38 primary health centers, 9 mobile clinics, 13 blood banks, 33 youth centers and 14 disaster management units in addition to a central headquarters.

In 2017, LRC provided more than 920,000 services to the population in Lebanon.

To a varying degree and by no means uniform way, the provision of these services are linked to the 32 local LRC branches and / or managed directly by the LRC HQ.

Organizational Development in the LRC:

The LRC as an institution was in a state of limbo and generalized neglect for more than two decades (1990-2013). Since then, 2 important developments have occurred positively strengthening the institution: from 2007 onwards, an organized and systematic effort took place to develop the flagship service of LRC, the Emergency Medical Services. Secondly, in March 2013, an LRC Secretary General was appointed after several decades of vacancy at the top of the LRC's management pyramid.

At the end of 2013, a national strategic framework for LRC was developed for the first time and highlighted the need to invest in the organizational development of the National Society in order to increase the scale and scope of its action, respond to the Syria crisis more effectively, and ensure its long-term sustainability.

As part of that strategy, an OCAC (organizational capacity assessment and certification) exercise was facilitated by IFRC in January 2014, which resulted in a new organizational development (OD) program, launched in July 2014.

The goal of the OD programme is to address the deficiencies identified during the OCAC exercise, and therefore to contribute towards building a strong national society that can sustainably provide relevant and high quality services at a national scale. After an inception phase of 5 months, the OD programme was effectively launched in early 2015 with a priority focus on Financial Management, Human Resource Management, Procurement, and Volunteer Management.

The priority of the first years of the OD programme is to strengthen the capacities at headquarters, to next be able to then extend to the branches in a sustainable way. For example, the Finance function had to be addressed very rapidly and an external firm was brought in to address to manage the department and rapidly address the critical issues.

A similar approach has been adopted for Human Resource Management and Procurement, whereas the volunteer management project adopted a more “bottom-up” approach and involved EMS, Youth and DM centers from a multitude of branches.

In 2018, LRC initiated work on its first full-fledged national strategy for the period covering 2019-2023.

Branch Development Programme:

After addressing the critical organizational priorities, LRC initiated discussions with the Danish Red Cross and Norwegian Red Cross to support a long-term branch development programme.

LRC and DRC agreed in 2015 to collaborate on a 3-year (2016-2018) branch capacity development project, subject to renewal for an additional 3 years, if the first round objectives are achieved.

The project was intended to rank, assess and identify clearer priorities for BD (branch development) for all LRC branches, thus enhancing their institutional and operational Red Cross identity, while more intensively target at least 8 of the 32 branches to become empowered to better undertake integrated planning and develop community based service to vulnerable people.

In 2017, the Norwegian Red Cross also started supporting the branch development programme as part of its overall support to the LRC's Organizational Development Programme.

The initial programme description was written in early 2016, with the pilot phase starting in June 2016 and ending in Dec 2016. The programme objectives were adjusted in early 2017 and then again after the first full year of implementation in 2017. After almost two and a half years of implementation, LRC and its partners would like to commission an external review of the branch development programme in order to solicit input on the relevance of the overall direction of the programme and identify possibilities for improvement.

2. Consultancy Objectives

1. Overall Objective:

The overall objective of the consultancy will be to evaluate the achievements of the branch development programme to date, evaluate the overall relevance, efficiency, effectiveness, impact and sustainability of the programme and to provide recommendations for the coming 2 years of implementation.

2. Specific objectives:

1. Review initial programme description and subsequent changes documented in the annual reports and evaluate actual results
2. Evaluate perception of branch development programme among key internal stakeholders
3. Provide input into the relevance and overall direction of the programme
4. Review and evaluate programme documentation and monitoring
5. Highlight key achievements and deficiencies of the programme
6. Provide specific and prioritized recommendations for the next two years

3. Methodology

- 1) Submit a workplan for the evaluation
- 2) Desk review of Branch Development programme reports and documentation
- 3) Interview key stakeholders:
 - a. Visit to 3 to 5 LRC branches that have undertaken the individual branch development process
 - b. Visit 3 LRC branches that have not participated in any individual branch development activities
 - c. Meet with LRC SG directors of operational departments and other key internal stakeholders
 - d. Meetings with key external stakeholders linked to the visited branches
 - e. Present an initial set of findings and recommendations to Steering Committee (LRC, NorCross and DRC)
- 4) Provide an initial draft report for review by LRC and relevant Movement partners
- 5) Provide final report and summary presentation

4. Authority and responsibility

The Steering Committee for the evaluation consists of the LRC under-secretary general for support and development, the branch development programme coordinator, the Danish Red Cross country manager, the Norwegian Red Cross country manager.

The Steering Committee will approve all deliverables including the work plan, the draft report and the final report. Proposed changes to the approved work plan affecting its scope or focus, methodology, schedule, or budget, should be submitted for approval in writing to the Steering Committee.

5. Duty of discretion

The consultant undertakes to maintain the utmost discretion towards third parties, including the police, judicial and other authorities, with regard to information acquired in the course of their work. The consultant shall treat all such information confidentially. This rule continues to apply after the work/assignment.

6. Consultant profile

The consultant may consist of a single person or team meeting all of the below criteria:

- The consultant must be fluent in English.
- Experience in the MENA region / Lebanon is an advantage.
- Experience working with Red Cross/Red Crescent National Societies is an advantage
- The consultant must have proven experience in Programme evaluation
- The consultant must be able to prove having conducted similar/comparable work in organisational development

7. Budget, work plan and reporting

The study is budgeted with an estimated input of 30 days, out of which approximately 12 days will be in Lebanon. This is subject to a final decision by the Steering Committee based on the proposed plan of the Consultant.

8. Work plan

LRC would like this work to be carried out as soon as possible, and will prioritize proposals that meet or exceed the deadlines set below. However, all quality proposals will be considered and the Steering Committee reserves the right to amend the below-mentioned deadlines as needed.

Activity	Deadlines
Deadline submission of proposal for evaluation	5 th of December 2018
Contract start	20 th of December 2018
Consultancy plan	30 th of December 2018
Document review	1 st half of January 2019
Field work and key interviews	2 nd half of January 2019
Preliminary findings to be presented to the Evaluation Steering Committee (in person)	January 2019 (by end of field work)
Draft Report	15 th of February 2019
Final report	End February 2019

The consultant is expected to be responsible for his/her flight ticket, visa, accommodation and other expenses. LRC will ensure interpretation and transportation to locations defined to be visited during field work and key interviews.

The consultant shall provide the following deliverables:

1. Work plan and schedule
2. Initial draft report
3. Final report
4. Presentation summarizing the final report

The deliverables are to be prepared in English.

Reports must have been proof read. It is the responsibility of the consultant to ensure this. Tables must be submitted both in word and excel, and all supporting material and evidence, including interview transcripts, must be collected and made available to LRC upon request.

9. Application Procedures

Interested candidates should submit their application material by email on tenders@redcross.org.lb by the 5th of December 2018.

The proposal should include:

1. Technical proposal (when appropriate) not exceeding five pages expressing an understanding and interpretation of the TOR, the proposed methodology, and a time and activity schedule.
2. Financial proposal itemizing estimated costs for services rendered (daily consultancy fees), accommodation and living costs, transport costs, stationery costs, and any other related supplies or services required for the evaluation.
3. Curricula Vitae (CV) for all members of the team applying.
4. Letter clearly summarizing your experience as it pertains to this assignment, your daily rate, and three professional references.
5. A brief description of your firm or institution (for applicants other than individual contractors).
6. At least one example of an evaluation report most similar to that described in this TOR.

Application material is non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted for the next step in the application process.