



Terms of Reference

Consultancy Services

Provision of Strategic and Technical Support for Health Care Society

About Health Care Society (HCS)

The Health Care Society was founded in 1995 with the mission is to provide health security to the Palestinian Refugees in Lebanon.

The main objectives is to contribute towards costs of medical care for Palestinian refugees while ensuring quality and advocate to promote high quality and dignified health care – including health awareness.

Objective

Taawon – Lebanon has been a major supporter and donor to HCS since its inception in 1995, HCS has been playing the leading role in implementing and managing most of the health projects supported by Taawon – Lebanon. In 2018, an impact assessment of Taawon’s programs and projects managed by HCS revealed the need for more elaborate role that HCS can play towards expanding its programs and services to cover the ever increasing and pressing health needs of Palestinians while at the same time improving efficiency, effectiveness and impact in the management of its programs and funds.

Scope of Work

Under the direct supervision of HCS Chair and Board and Taawon Management and in close coordination with HCS Director and team, the consultant will support the development and implementation of strategic vision and plan for HCS at programs, funding, administration, finance and communication levels.

The consultant will work at two levels: 1) develop the strategic orientations and indicators for improved performance of HCS at program and management level and 2) guide, support and mentor HCS team for an efficient implementation of the strategy and plan.

1. Review and assess health needs of the Palestinian community both at the primary, secondary and tertiary levels including preventive and curative needs for care. Look into available services and providers and identify gaps in services / interventions.

2. Identify key priorities and needs towards an improved health of Palestinian refugees with special focus on women, children and vulnerable groups (such as people with disabilities). Suggest potential needs that can be covered or supported by HCS.
3. Analyze strengths, weaknesses, opportunities and threats (SWOT) at the level of HCS in coordination with HCS team and board.
4. Examine current programs implemented by HCS; including their relevance, impact, cost effectiveness, efficiency and sustainability. This include procedures and criteria in selection and support of beneficiaries for all programs currently implemented / overseen by HCS.
5. Review the institutional capacity, organizational set-up, financial and administrative systems of HCS.
6. Develop the strategic framework / theory of change for HCS. Prepare strategy (for three years) for HCS – including a revisited vision, mission, and strategic directions. Consider the **four elements in the strategy: fundraising, programs, communication, and administration**. Prepare a presentation of the strategy and present to concerned HCS stakeholders.
7. Specify key intervention areas with specific goals and objectives. Prepare clear expected outputs and key results for each of the four elements.
8. Prepare implementation plan translating the strategy into action – activities, division of roles, budget, timeframe, etc.
9. Prepare a set of Key Performance Indicators to facilitate work of HCS board and team towards improved and monitored performance. KPIs to cover all aspects of HCS work (program, fundraising, administration, finance, and communication).
10. Help HCS develop the necessary tools to monitor and follow up (such as field visit reports, quarterly reporting, etc.)
11. Monitor and supervise the implementation of the strategy and action plan, provide mentoring and coaching to the HCS team to lead and implement the strategy. Recommend actions and reforms in the every-day work of HCS and advise / support in setting up the needed modifications for more efficient and effective performance.
12. Consult and continuously engage with Taawon and HCS board and team and a selection of HCS supporters and donors in different milestones.

Expected deliverables:

- Strategic plan document including:
 - Executive summary
 - SWOT analysis
 - Strategic priorities for the four aspects: program, fundraising, administration and finance, and communication

- KPIs to assess progress towards strategic priorities for the four elements
- An action plan for three years
- Quarterly progress reports

Timeframe:

The assignment is expected to take around 12- 18 months.

Expected qualifications:

- A master's degree in public health, social work, development studies or related fields
- At least 10 years of professional experience with 5 years in development work
- Proven previous experience in strategic planning and NGO management;
- High level written and oral communications skills in Arabic and English;
- Knowledgeable of the Palestinian context in the country;
- Result-oriented, a team player, exhibiting high levels of tact and integrity with excellent interpersonal and professional skills in interacting with a variety of players

Submission of Proposal:

Interested candidates or institutions are invited to share their proposals (both technical and financial) before 15 April. Proposal should be submitted in a sealed envelope with the title "Provision of Strategic and Technical Support for Health Care Society".

Technical proposal to contain an overview of the proposed methodology and time plan.

Proposals to be submitted to Taawon (Welfare Association) offices – Ramlet el Bayda, Al Akhtal el Sagheer Street, Green Project Bldg. 5th floor – Telephone: 01850219 / 01850218 – Ms. Hanin Shaaban.