

LEBANESE RED CROSS

Terms of Reference (TOR)

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| Assignment | Development of Fast Track SOPs for LRC Support Services (Procurement, Finance, Logistics and Human Resources) |
| Location | Lebanon |
| TOR issuance Date | 18 October 2022 |
| Timeframe | 11 November 2022- 15 December 2022 |
| Duration | 5 weeks |

1. **Background of Assignment**

Under the theme “anticipation over reaction”, the Forecast-based financing (FBF) Project is implemented in Lebanon by the Lebanese Red Cross (LRC) The project aims at contributing to the reduction of humanitarian consequences of extreme weather events - with a focus on winter storms - on the population in high-risk areas. This project will support the LRC in strengthening their capacity in the field of anticipation and in their role as a national stakeholder in Disaster Management.

FBF is an innovative mechanism considered to reverse the trend of an increasing number of disasters, by addressing the gaps between forecasts and actions. In fact, FBF is intending to make humanitarian funding available before the disaster actually happens, as soon as a credible forecast has been issued and is raising the level of threat to a critical level.

In Lebanon, this project has been rolled out from October 2021 to December 2022 and will support the LRC to reinforce its capacities in anticipatory actions, in particular through the planning and the activation of Early Actions based on accurate forecasts and agreed protocols. The overall objective is to contribute to the reduction of humanitarian consequences of winter storms on the affected population in high-risk areas.

FbF releases humanitarian funding for pre-agreed activities. For early actions to be performed quickly and efficiently before disaster strikes, funds are allocated automatically when a specific threshold is reached. The key to this is the so-called Early Action Protocol (EAP), which clearly defines the most important tasks, roles and responsibilities. For FbF to be implemented successfully in Lebanon, LRC will systematically be working on the relevant aspects of the Preparedness for Effective Response Framework which are relevant to enabling the implementation of Early Action Protocols. It is important to guarantee the operational readiness of the national society to activate the EAP as well as the readiness of the support services (non-operational sectors).

Moreover, the FbF project is intending to mobilize Disaster Risk Management (DRM) stakeholders as well as forecasting agencies in developing, and testing, a national FbF methodology through:

* Understanding the risks,
* the enhancement of forecasting skills,
* the development of scientific triggers for activation,
* the setup of common training tools for developing Early Action protocols,
* the identification of adapted Early Actions,
* The identification of funding mechanisms in a situation of imminent threat.

The LRC are hereby initiating the process to conduct situation analysis to analyse the existing capacities and the gaps present in the pre-existing manuals at the level of the LRC, and develop fast track SOPs related to procurement, logistics, finance, and Human Resources for efficient and effective mobilisation of resources and for immediate and well-coordinated early actions and/or response.

1. **Scope of Assignment**
2. **Assessment**

The consultant is expected to conduct situation analysis to analyze the existing capacities and the gaps present in the pre-existing manuals. This analysis should include:

* **Desk review:**
  + LRC structure, functions, and strategy
  + LRC response mechanisms and crisis response plan
  + Pre-existing manuals and systems set in place for day-to-day operations related to concerned sections (procurement, finance, logistics, HR)
  + Reports of previous assessments and relevant consultancies
  + Reports of evaluations of previous interventions
  + Forecast-based Financing (FbF) Project documents
* **Primary data collection through:** 
  + Key informant interviews with relevant key informants (including section directors)
  + Focus group discussions as needed

An in-depth analysis of findings should be conducted from desk review and primary data collection, and the consultant is expected to produce a comprehensive report highlighting current capacities and gaps with suggested solutions and road map that will be further developed in the sets of SOPs.

1. **Validation of Road Map**

Following the completion of the assessment and analysis, the consultant is expected to present the findings of the assessment to LRC FbF project team and relevant stakeholders who will validate the suggested solutions and the roadmap

1. **Development of SOPs**

The consultant shall produce four sets of standard operating procedures:

* Fast Track procurement SOPs
* Fast Track finance SOPs
* Fast Track logistics SOPs including fleet and warehouse
* Fast Track Human Resource Management SOPs

The main purpose of these fast-track SOPs is for LRC to be able to increase the response speed of support services in preparation for or in response to disasters and major incidents. The consultant is expected to provide examples of best practices from renown emergency response organisations and to provide LRC with SOPs that can easily be accepted by back donors.

**Technical Requirements:**

* SOPs should be based on best practices for support services in disaster response
* SOPs should clearly highlight the difference between existing policies that are used outside of fast-track scenarios, and the rationale behind that (cost/benefit analysis)
* SOPs are expected to highlight linkages between different sectors, sections, and pre-existing manuals
* All SOPs should follow LRC templates and include the following sections:
  + Policy Statement
  + Purpose
  + Scope and scale (multiple scales are expected)
  + Roles and Responsibilities
  + Definitions
  + Procedures including but not limited to: activation, selection of modalities, surge…
  + Flowcharts
  + Process for monitoring compliance/effectiveness
  + Implementation (including training and dissemination)
  + Forms to be used
  + References (where applicable)

1. **Validation of SOPs**

* The consultant is expected to deliver validation workshops to present the SOPs to project team and all relevant stakeholders who will deliver their feedback and comments on the drafted SOPs
* The consultant shall integrate the comments and feedback and deliver the final version of the SOPs

1. **Deliverables & Activities**

All activities shall be achieved in close collaboration with the LRC FbF Project Team. Below are the expected deliverables and activities:

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| **Activity** | **Description** | **Milestone** |
| Inception Report | Detailed inception report including the methodology, elaborated key questions and evaluation matrix, ethical consideration and quality control measures, detailed work plan, data collection tools and dissemination plan. To be validated by LRC | 11 November 2022 |
| Workshop to present results and road map | For the presentation of preliminary findings after the completion of data collection and prior to drafting the SOPs | 15 November 2022 |
| Four sets of standard operating procedures:   * + Fast Track procurement SOPs   + Fast Track finance SOPs   + Fast Track logistics SOPs including fleet and warehouse   + Fast Track recruitment SOPs (Human Resource Management) | The outline and page count to be agreed upon after validation of inception report, and final SOPs should include a standalone executive summary. The consultant should compile relevant concerns and comments and ensure subsequent incorporation into the final SOPs | 02 December 2022 |
| Validation Workshop | Validation workshop for the presentation of the final SOPs for feedback and comments by all relevant stakeholders | 07 December 2022 |
| Final Set of SOPs | A final written version of the SOPs providing a clear description of the context and the steps to be taken by the LRC in emergencies. The latest version of the SOPs will have taken into account the comments and recommendations made by the all relevant stakeholders at the validation workshop  SOP’s Soft copy and Hard Copy (booklet to be provided) | 15 December 2022 |

1. **Consultant Profile**

The consultant should have the following competencies and qualifications:

* Demonstrated knowledge of humanitarian issues and disaster risk management, with a particular focus on anticipation, early warning systems, disaster risk reduction and/or climate change adaptation.
* Highly developed analytical, writing and workshop facilitation skills.
* Previous experience with developing SOPs on procurement, logistics, finance and HR. Additional experience and knowledge in emergency context and early warning early action are highly is desirable.
* Proficient in English writing and communication skills. Fluency in Arabic is an asset.
* Knowledge of the Red Cross Red Crescent frameworks is highly desirable.