



Terms of Reference (ToR)

Consultancy to Develop a Climate Resilience Strategy for the Lebanese Red Cross (LRC)

1. Background

The Lebanese Red Cross (LRC), as the leading humanitarian organization in Lebanon, provides essential services in emergency medical transport, health, blood transfusion, disaster management, disaster risk reduction and community resilience.

While Lebanon experiences multiple pressing humanitarian crises related to fragility, conflict, and violence, the impact of climate change already looms large. Looking into a future of hotter local climates, water scarcity and drought, as well as more extreme weather events, the combination of high levels of vulnerability and limited adaptive capacity are alarming.

Lebanon is projected to see an increase of average surface **temperatures** of 1.7 - 2.2°C by 2050, while annual **precipitation** is set to decrease from 594 mm to 518-436 mm by the year 2100. For rural populations, especially those working in agriculture, the combination of greater temperature and reduced rainfall means significantly increased water scarcity and **drought risk** — this is especially pronounced in the north and east of the country.

In terms of **hazards**, Lebanon has considerable earthquake risk and is exposed to a range of climate-related hazards that include floods, droughts, and wildfires. In addition to the impact on the environment and public health, these risks threaten lives, livelihoods, and the continuity of LRC's operations, as well as the resilience of the communities it serves. Lebanon's risk rating is heightened due to very high **vulnerability** (notably, amongst uprooted people) and a high **lack of coping capacity** (limited governance capacity and DRR investments).

In alignment with the **IFRC Strategy 2030**, the **IFRC Climate and Environment Charter for Humanitarian Organizations**, and the **LRC Strategic Plan 2023–2027**, LRC aims to develop an **organization-wide Climate Resilience Strategy**. This strategy will provide a framework to integrate climate risk management, adaptation, and environmental sustainability into all aspects of LRC's humanitarian operation.

2. Purpose of the Consultancy

The overall purpose of this consultancy is to **develop a Climate Resilience Strategy** that strengthens LRC's institutional, programmatic, and operational capacity to anticipate, respond to, and recover from climate-related risks.

The strategy should:

- Identify Lebanon's climate-related risks, vulnerabilities, and capacities.
 - Map how these risks intersect with LRC's operations through the work of the Disaster Risk Reduction (DRR), Disaster Management (DM), Youth and the Medico-Social Sector (MSS).
 - Define strategic priorities, objectives, and actions for climate resilience.
 - Integrate climate considerations across LRC sectors and units.
 - Provide an implementation roadmap, including resource mobilization and monitoring frameworks.
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3. Objectives

Specific objectives:



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1. Conduct a desk review of available and relevant **climate risk and vulnerability assessment** for Lebanon.
 2. Assess **LRC's institutional capacity** and current initiatives related to all climate resilience and environmental sustainability activities as well as respond to the detrimental social, economic and health impacts of climate change in Lebanon.
 3. Facilitate **stakeholder consultations** with LRC sectors, partners, stakeholders and communities.
 4. Develop a **Climate Resilience Strategy** (2026–2030) including vision, goals, strategic pillars, and an implementation plan.
 5. Propose a **Monitoring, Evaluation, Accountability, and Learning (MEAL)** framework for tracking progress and impact.
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4. Scope of Work

The consultant(s) will be responsible for the following tasks:

Phase 1 – Inception (2 weeks)

- Review relevant documentation (LRC Strategic Plan, DRR Framework, IFRC Climate Charter, national climate policies and adaptation plans).
- Develop an inception report detailing methodology, timeline, and stakeholder engagement plan.

Phase 2 – Situation Analysis (4 weeks)

- Conduct a climate risk and vulnerability assessment using existing data and key informant interviews.
- Map ongoing LRC initiatives linked to climate action and resilience.
- Identify strengths, weaknesses, opportunities, and threats (SWOT) related to LRC's climate readiness.

Phase 3 – Strategy Development (6 weeks)

- Facilitate participatory workshops with LRC management, technical units, and branches, ensuring coordination with key government bodies and policy coherence.
- Develop strategic pillars and objectives aligned with LRC frameworks.
- Define practical measures for mainstreaming climate resilience in humanitarian programs, logistics, facilities, and operations.
- The consultant will apply recognized strategic planning methodologies (e.g., Theory of Change, results-based management, or equivalent frameworks) to ensure the strategy is actionable, measurable, and institutionally aligned.

Phase 4 – Validation and Finalization (2 weeks)

- Present the draft strategy to LRC leadership and partners for validation.
- Integrate feedback and submit the final Climate Resilience Strategy document, including:
 - Executive Summary
 - Context and Rationale
 - Strategic Vision, Pillars, and Objectives



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- Implementation and Resource Mobilization Plan
- MEAL Framework
- Annexes (methodology, stakeholder list, data sources)

5. Deliverables and Timeline

Deliverable	Description	Timeline
Inception Report	Objectives, Methodology, workplan, stakeholder map, deliverables	Week 2
Situation Analysis Report	Climate risk assessment and institutional review	Week 6
Draft Strategy	Full draft for review and feedback	Week 10
Validation Workshop	Facilitation and summary of feedback	Week 11
Final Climate Resilience Strategy	Final, formatted document and PowerPoint summary	Week 12

Total duration: 12 weeks (approx. 3 months)

6. Consultant Profile

The consultancy may be undertaken by an individual consultant or a firm with the following qualifications:

- Advanced degree related to **Climate Change, Environmental Science, Disaster Risk Management, Disaster Management, or related field.**
- Strong experience in developing climate resilience, DRR, DM, or adaptation strategies, including demonstrated leadership in the development of institutional, organizational, or sector-wide strategies (not only contributing roles), preferably in Lebanon or the MENA region.
- Proven experience conducting climate risk assessments and facilitating participatory planning processes.
- Strong understanding of the Lebanese Red Cross, and Red Cross Red Crescent movement principles.
- Excellent analytical, facilitation, and report-writing skills in **English**; excellent reading and comprehension of Arabic required.
- Proven track record of leading at least two (2) assignments involving full strategy development processes for organizations (e.g., climate resilience strategies, DRR strategies, humanitarian or development strategic plans), including facilitation of stakeholder consultations and formulation of strategic pillars and implementation frameworks.

7. Management and Reporting

- For technical and day to day operational guidance and coordination, the consultant will report to LRC's designated focal point (Secretary-General of LRC).



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- Oversight will be provided by a **Technical Working Group** comprising representatives from relevant LRC sectors (DRR, DM, MSS, and Youth).
 - Regular coordination with the partner National Societies, government bodies and other active stakeholders in the climate resilience field will be maintained.
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8. Budget and Payment Schedule

The total budget will be determined based on the consultant's financial proposal.

Payment will be made upon satisfactory completion of deliverables as follows:

- 20% upon submission and approval of the Inception Report
 - 30% upon submission of the Situation Analysis
 - 30% upon submission of the Draft Strategy
 - 20% upon submission and approval of the Final Strategy
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9. Application Procedure

Interested consultants/firms should submit the following:

1. **Technical Proposal** (max 3 pages) including:
 - Understanding of the assignment
 - Proposed methodology and workplan
 - Team composition (if applicable) and relevant experience
2. **Financial Proposal** in USD, inclusive of all taxes and expenses.
3. **CV(s)** and references of key expert(s).
4. At least one **sample of a similar previous assignment**.

10. Evaluation Criteria

Bidders will be evaluated based on a combined technical and financial evaluation method.

Technical Evaluation & Passing Thresholds

The evaluation will be conducted in three stages:

Stage 1: Technical Evaluation (Excluding Interview) – 65 Points

The maximum score for the technical evaluation (Education + Experience + Methodology) is 65 points.

Only bidders who achieve a minimum score of **55 out of 65 points** will qualify to proceed to the Interview Stage.

Bidders scoring below 55/65 will be disqualified from further evaluation.

Stage 2: Interview – 10 Points

Shortlisted bidders will be invited for an interview.

After the interview, the total maximum technical score becomes: 75 points (65 + 10)



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Stage 3: Qualification for Financial Evaluation

To qualify for the financial evaluation, bidders must achieve a minimum total technical score of: **65 out of 75 points**

Only bidders meeting or exceeding 65/75 will have their financial proposals opened and evaluated.

Technical Evaluation – 75%

1. Education (15%)

- Advanced degree in relevant field – 10%
- Specialized certifications/training in climate adaptation – 5%

2. Relevant Experience (40%)

- Proven experience leading the development of organizational, institutional, or sector-wide strategies (mandatory emphasis) – 20%
- Proven experience developing climate resilience/adaptation or DRR strategies (minimum 2–3 assignments) – 10%
- Experience integrating climate into DRR, DM, health, resilience programming – 5%
- Experience with NGOs, CSOs, or National Societies – 5%

3. Methodology (10%)

- Quality and clarity of proposed methodology – 5%
- Detailed scope and workplan – 5%

4. Interview (10%)

- Clarity of communication – 5%
- Technical accuracy and responsiveness – 5%

Financial Evaluation – 25%

The financial proposal will account for **25%** of the total score.

The lowest priced technically qualified proposal will receive the maximum financial score (25 points). Other financial proposals will be scored proportionally using the formula:

$$FinancialScore = (LowestFinancialOffer \div Bidder'sFinancialOffer) \times 25$$

Good Luck