Terms of Reference

**Investing in National Society Development**

**A case for support**

final draft 06 May 2020

**Introduction**

As humanitarian needs continue to outstrip international response resources, investing in local action and local capacity has emerged as a key part of the solution to the challenges facing the humanitarian system. Both within and beyond the Red Cross and Red Crescent Movement (the Movement) there has been increased interest in the role, capacity and impact of local actors as principled and effective humanitarian actors, increasing the resilience of communities and responding in times of need.

Now in 2020, in the middle of the COVID-19 global crisis, this interest and need to bolster National Society resilience and sustainability is even more urgent. In a time when local actors are making a difference between life and death, in the absence of traditional international surge mechanisms, the return on investment on strong local actors is clear of everyone.

During the IFRC Donor Advisory Group (DAG) meetings in 2019, DFID, USAID and the Swiss government representatives - amongst others - shared their collective interest in increasing supporting for National Society Development (NSD) as a means to contribute to stronger local resilience.

In order to catalyse on the interest expressed from DAG donors, other funding and partnership opportunities as well as the potential for increased investment, we need to develop a compelling case for investment on NSD. This can only be done providing a clear global overview of the Movement’s approach to NSD support; articulating how NSD directly contributes to local resilience; and how external funding and support shall be considered an investment with a high return.

These Terms of Reference outline the rationale, scope of work, and key outputs for a consultancy to help us do just that.

**Background – NSD and the wider policy context**

As part of the Grand Bargain and its ‘Localization’ workstream, there is increased focus on the role of local actors. Governments and international organisations have committed to increase the quality and quantity of the support they provide to develop the institutional capacities of local and national responders.

Red Cross and Red Crescent National Societies, together with the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), have a unique potential to respond to this challenge and reach the most vulnerable people through their extended network of local branches and volunteers. This is well captured in the new Strategy for the IFRC, S2030; has clearly been articulated by the newly appointed Secretary general of the IFRC, whereby NSD is a clear priority, as reflected in the new organisational structure of the IFRC; and is becoming even more evident in the present COVID emergency.

In fact, the pandemic has already been impacting the short, medium and long-term financial sustainability of a number of National Societies, with a heavy decline in income-generating activities and increasing demands from new vulnerable. While international aid will be accessible for the response to COVID, evidence from the 2008-09 crisis shows that ability to provide long-term services might well be seriously affected – and the present crisis and global recession is in many respects unprecedented and unpredictable in its duration.

Within the network, some National Societies are sustainable, independent humanitarian organisations, recognised and credible in their communities, and trusted partners delivering effective services at home and/or internationally. Others need investment in their development and capacity in order to grow and reach their potential. Yet National Societies with limited capacities, or in situations of continual instability, can find it difficult to access the resources they need, and even accomplished humanitarian responders can struggle to mobilise investment in their organisational development.

Partners in the Movement have a long history of cooperation and assistance, and a wide range of expertise and resources to support National Societies to become strong, trusted and independent actors. National Societies have long been providing peer support to one another; the IFRC has a mandate and responsibility for supporting the development of National Societies and their capacity to deliver relevant services and has developed much know-how in NSD; and the ICRC has a complementary mandate in building capacities with National Societies to prepare and respond to armed conflict.

Concurrently, as interest in NSD has grown in the Movement, there has been an increasing number of different NSD support initiatives, resulting in challenges to coherence. While initiatives have been taken to better surface the different experiences and good examples of complementarity are taking place in several contexts, there is still a need to articulate how the different NSD support initiatives can connect/reinforce/complement one another.

In addition, the case still needs to be made as to how strengthening of National Societies as organisations is directly linked to their ability to make a difference for resilience at community level. Donors request a better understanding on how NSD contributes to community resilience; they are keen to understand what kind of investment is needed to harvest largest returns; and why should we invest in NSD. Answering these question, while making sense of our complex RC world (who des what ? what is the role of each ?) is key to donors.

Therefore, the above shall be clearly articulated in a clear and compelling case for support to donors and partners alike, for them to be able to commit to NSD as an investment that aligns to international agreed upon priorities and contributes to their own objectives and policy priorities.

**Consultancy purpose**

The purpose of this consultancy is to develop a clear and compelling **case for support** by:

* developing the narrative which articulates the Movement’s existing approach to NSD, including its components’ complementarity;
* ensuring understanding of how it contributes to strengthening local actors and increasing local resilience; and
* articulating how donors can support this work and identify what types of resources and support are still needed

The consultancy will therefore contribute to efforts by Movement components, individually or together, to better Identify how to frame and articulate NSD initiatives and opportunities within the policy priorities of key donors.

**Expected outputs**

1. **A clearly articulated narrative on complementary NSD support within the Movement located in the wider context of the sector**
   1. This needs to build on existing / current thinking and resource including the NSD Framework, NSD Compact, Theory of Change for NSD Support, NSD in emergencies, and COVID Appeal/EPOA.
   2. A short  literature review highlighting the return on investment on local capacities (e.g. improved resilience in case of disasters and crisis) in the wider context of the sector
   3. The narrative shall be clearly understandable in terms of existing international agreements and main policies
2. **Mapping of the recent past, current and potential future main NSD initiatives ongoing in the Movement, a coherent picture of how they complement each other, possible gaps where investment is needed**
   1. Broad scope of current NSD work and those undertaking it. This will include, the core NSD work of the Federation, NSD support of the ICRC and National Societies, specific initiatives such as NSIA and other funding mechanisms. This should provide a common narrative for the range of support currently offered in the movement
   2. Identify key stakeholders & existing coordination mechanisms (globally, regionally & 2-3 example of specific country contexts)
   3. Current and potential links are identified, and a coherent complementary picture of the range of support emerges
   4. Any areas of major duplication, inefficiencies, gaps and incoherence also identified for internal purposes
   5. Identify key areas where resources are needed and would have a transformational effect
3. **A ‘case-for-support’ is developed.**
4. Provide a clear, compelling, evidence-based narrative on the link between community resilience, local action, volunteering, and National Society Development, to include recent evidence from COVID
5. Develop key messages on the need to invest in National Societies as key local actors within the wider humanitarian sector
6. Develop key messages on the return on investment for donors when contributing to NSD and existing mechanisms such as NSIA
7. Explain the benefits of the Movement’s collective and complementary expertise
8. Acknowledge the complexity and risk involved in this type of work and investment.
9. Articulate different investment options - including the level, duration and nature of donor support required and the anticipated outcomes of this investment in order to support a range of fundraising efforts and complementary options for support.

g. Identify key potential opportunities with a limited set of donor partners (e.g. DFID, USAID, Swiss Government).

**4) Communication material**

1. Develop simple, impactful communication materials for internal and external use.

**Commissioner**

The consultancy will be commissioned by the Manager, NSDV, IFRC.

The IFRC NSDV unit will be the main point of contact and support for the lead/consultant and they will:

a. Coordinate and provide necessary material for the initiative. Such include and day-to-day communication with the consultant;

b. Provide necessary briefings with key stakeholders (as needed) to implement this initiative;

c. Involve the lead/consultant in discussions/meetings/programs across the wider Movement as relevant; inform about any new, relevant programme plans; and listen and respond to lead/consultant feedback on the work;

d. Strive to ensure success of the initiative and facilitate socialization of the outputs.

A reference group with a representative each from the IFRC, American RC, British RC, Swiss RC, and ICRC will:

a. Support the overall direction of the initiative

b. Provide key desk review material and list of key informants

c. Comment on the draft submitted by the consultant

d. Coordinate with each internal stakeholder to ensure the initiative is recognised and the outcome to be used in a meaningful manner

e. Facilitate socialization of the outputs with existing networks and platforms

**Process and Methodology**

1. **Inception report:** The consultant will hold an initial briefing meeting with the commissioner and the reference group, to understand the requirements of the expected output, and help elaborate the approaches for its delivery.
2. **Desk review:** Reviewing existing key documents:
   1. Movement documents: such as NSD Framework; NSD Compact; Theory of Change for NSD Support; existing NSD processes e.g. OCAC/BOCA, PER, SAF; NSD interventions related to COVID emergency; existing NSD reviews and case studies, as well as studies and reports related to Localization agenda & S2030 and others as appropriate
   2. Main donor policies and priorities
3. **Key informant interviews:** Interview key stakeholders both within the Movement (IFRC; NS - including members of the ODAG -, ICRC) and with external stakeholders (donor governments). List of the interviewees will be put together by the reference group, with additional interviewees expected to be proposed by the consultant.
4. **Draft report and material**: An initial draft should be submitted by the consultant for review and comment by the commissioner and the reference group. The consultant should share a revised draft, based on the discussion with the commissioning team. The first draft to be shared by 07 July, followed by a revised draft shared by 15 July.
5. **Final material:** The final material will be developed based on the final feedback from the commissioner of the consultancy after consulting with the reference group.

**Key Deliverables**

**Deliverables should include, but may not be limited to:**

* An internal report, including:
  + executive summary,
  + findings,
  + proposed articulation of NSD initiatives and opportunities within the policy priorities of key donors,
  + a draft case for support (this will need to be adapted but could be framed as a Movement case for support towards core funding),
  + communication material
  + conclusions and recommendations for next steps.
* A summary presentation in ppt.

**Timeline and days**

30 working days during 2 months’ time.

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| **Item** | **Days** |
| Meeting with commissioner and Reference Group | 1 day (equivalent) |
| Inception Report | 1 day |
| Desk review | 5 days |
| Interview with KI | 8 days |
| Draft and revision process | 13 days |
| Finalisation | 2 days |
| **TOTAL** | **30 days** |

**Consultant competencies**

Proposals in response to these ToR will be considered from individuals or teams with the following Knowledge and skills

Knowledge

* Knowledge of RC/RC Movement and humanitarian sector;
* Insight on Red Cross and Red Crescent programs and services;
* Good understanding of NSD and National Societies;
* Good understanding on Localization of Aid agenda and broader donor community, ideally with existing networks in key donors.

Skills

* Ability to synthesize and communicate complex information;
* Strategic thinking;
* Excellent writing skills, particularly the ability to develop compelling messaging;
* Good internal and external communication skills;
* Team worker, team builder;
* Strong organizational skills;
* Able to plan and implement the initiative within the given timeframe.

Experience

* Worked on fundraising and proposal development;
* Experience with Policy development.

The proposals shall contain a short description of how the consultant(s) intend to develop the work; what competences and skills they bring to the consultancy; and an economic proposal.

All proposals shall be addressed to [giorgio.ferrario@ifrc.org](mailto:giorgio.ferrario@ifrc.org)

Deadline for submission is 25 May 2020 CoB. Date of beginning of consultancy early June.