

International Federation of the Red Cross and Red Crescent

Terms of Reference to facilitate IFRC's organisational assessment and develop its Strategic Orientation for Urban WASH

Final version

Background

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, comprising 190 Red Cross and Red Crescent (RC/RC) National Societies (NS). The IFRC and the NS act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people and in both the humanitarian and developmental contexts. The IFRC, depending upon context, is in some cases directly operational in the field although for the most part operations and programmes are delivered by the membership. IFRC's role in support of the membership is often to set the policy base, strategy and standards while being an adviser, providing and managing knowledge, giving technical and programming guidance while contributing to overall NS capacity building.

The IFRC in Geneva has a global WASH team consisting of staff and volunteers throughout the organisation and at all levels, both as employees of the IFRC or NS's. Although IFRC and the membership have implemented or are implementing urban WASH operations or programmes, most of their WASH work has focussed to date on rural contexts. The new IFRC WASH Strategy, about to be adopted, defines urban WASH as one of the 4 future technical focus areas as we transition from MDG to SDG. This both recognises our limited urban experience and the need for us to be better prepared for an inevitable increase in demand on the need to provide urban WASH services (both humanitarian and developmental) to vulnerable populations, especially to those at most risk or least served.

IFRC has drafted a Global Strategic Direction for Urban WASH but would like to engage an urban WASH consultant to support the further development of that document to feed into the deliberations of a newly formed urban WASH technical working group (TWG) which will provide leadership and direction to the membership and be the basis for a proposed 'pilot to scale' urban intervention.

Objectives of the consultancy, tasks and expected outputs

The table on the next page presents the 3 objectives of the consultancy, and related tasks and outputs.

Tentative timeframe

It is estimated this work would start mid-August 2016 and should be completed mid-December 2016. It is up to the consultant to organise its work. This timeframe is dependent on the IFRC, RC/RC staff and external stakeholders providing timely responses to the online survey, email and phone/Skype conversations.

Objectives	Tasks	Expected outputs
<p>1. Facilitate a participatory organisational assessment of IFRC's past, current and future engagement in urban WASH</p>	<p>1.1 International consultation: Send an online survey (e.g. Survey Monkey, Google Form or equivalent) to key RC/RC WASH Advisors (Geneva HQ and field) and the Urban WASH TWG (30 to 40 people max. in total) to:</p> <ul style="list-style-type: none"> - collect information about the IFRC's and NS's past and current experience and capacity in urban WASH - collect relevant RC/RC documents (reports, papers, technical documentation on Urban WASH). Include ICRC documentation and inputs. - reflect on the mandate of the IFRC and the RC/RC NS in relation to urban WASH (who they are and who they are not, SWOT analysis / analysis of their comparative advantages in urban WASH, compared to other large humanitarian organisations) - consult these Advisors on their vision of the way forward for the RC/RC to develop more urban WASH programmes, within its mandate, and on how to achieve this <i>NB:</i> some key Advisors might also be briefly contacted by Skype to follow up on their response to the online survey. <p>1.2. TWG consultation: Consult in more depth, by phone/Skype, the TWG (6-7 people max.) on their vision of the way forward for the RC/RC.</p> <p>1.2 External consultation: Consult, by phone/Skype, a maximum of 10 external people (list to be agreed with the IFRC, e.g. ICRC Head of Water & Habitat, UNICEF Urban WASH Focal Points, CEO of WSUP) on their vision of the way forward for the RC/RC.</p> <p>1.3 Analysis and synthesis: Analyse the information and documents collected above and summarise them in a brief report.</p>	<p>A short report (10 pages maximum + annexes if necessary) presenting a summary of the participatory organisational assessment including:</p> <ul style="list-style-type: none"> - a list/analysis of past and current RC/RC urban WASH programmes and documentation, - a reflection on the mandate of the IFRC and the RC/RC NS in relation to urban WASH - areas of potential strategic focus in urban WASH (e.g. which type of urban areas, and to do what) - steps/actions necessary for the IFRC and its members to gradually get more engaged in urban WASH.
<p>2. Redraft the IFRC's future Strategic Orientations in Urban WASH</p>	<p>2.1 Strategy development: Based on the above, redraft the IFRC's "Global Strategic Direction for Urban WASH" paper, including:</p> <ul style="list-style-type: none"> - incorporating comments sent by email by the TWG - giving it a stronger structure around a limited number of Strategic Orientations or Components - a list of potential opportunities below each of these - some high level recommendations to the IFRC on the way forward - methodology to develop a joint IFRC/NS large scale, multi-year, urban WASH programme in 2 cities, possibly together with other urban players and stakeholders including donors) 	<p>IFRC's revised Global Strategic Direction for Urban WASH: this should be a succinct (8-10 pages maximum), easy to understand document that all RC/RC WASH staff, including volunteers, can read, absorb, adhere to and use as a guidance. Messages need to be simple and to the point. This Global Strategic Direction paper will not be the IFRC's final urban WASH Strategy but will provide the organisation and its NS members a good basis and the main concepts for future engagement in urban WASH, including in development and emergency contexts. At a later stage the IFRC and Urban TWG may develop a more comprehensive urban WASH Strategy and an Action Plan.</p>
<p>3. Discuss results & finalise</p>	<p>3.1 Discussion and finalisation of the results: Discuss the results of the Organisation Assessment, Strategic Orientations and recommendations for the way forward with the RC/RC WASH Advisors in Geneva, and finalise reports with their comments</p>	<p>Revised versions of the above reports, based on the comments and discussions held in Geneva.</p>