

TERMES of REFERENCE for the CONSULTANCY: REVIEW of the COOPERATION of the DKH, LWF and NCA JOINT OFFICE in HAITI

I. Background

In 2015, DKH and LWF decided to integrate their organizational structures in Haiti starting in 2016, to tackle the triple challenge of covering operational costs, reduced funding and increased needs in the country, and to take advantage of synergies and complementarities. In October 2015 they started to operate in one office under a joint Country Director and governed by a Cooperation Agreement.

In July 2016, NCA decided to join the integration process of DKH/LWF, and a basic framework outlining key commitments was agreed at field and HQ level. A Country Director was recruited in October 2016, and the Integrated Office of DKH/LWF/NCA in Haiti officially began functioning in January 2017 governed by a Cooperation Agreement signed by the three headquarters and jointly managed by a Steering Committee composed of one member from each organization and the Country Director in Haiti.

Prior to integration, Diakonie Katastrophenhilfe (hereinafter referred to as DKH), part of the Protestant Agency for Diakonie and Development (PADD), had been in Haiti since 2004. The role of the office was to support local partners with the implementation and monitoring of humanitarian projects. The main interventions in Haiti were about emergency preparedness and response planning, immediate response, food security, rehabilitation/construction of houses and disaster risk reduction. The majority of the projects were in the department of the South-East, with some others in the South and North-West.

The Lutheran World Federation (hereinafter referred to as LWF) and the Department for World Service (DWS) started its Caribbean program in 1983 and had been legally registered in Haiti since 1995. Their strategy covering the period 2015 – 2020 was entitled “Building Resilience in Haitian Communities” and focused on four strategic areas of intervention: Emergency-preparedness and response, Sustainable livelihoods, Human Rights / Rights-Based Approach and Organizational Effectiveness. The implementation was done with and through local civil society partners, and geographically, the work was been concentrated in the Grand’Anse and West departments.

Norwegian Church Aid (hereinafter referred to as NCA) was working in Haiti since the 80s. In 2010, NCA opened an office in Port-au-Prince to better support its partners in the earthquake response, and created a five year strategic plan (2016-2020), with the objective that by 2020, targeted vulnerable communities have improved their economic and social development, and increased their resilience to natural disasters and climate change. The plan included 3 programs: Water, Sanitation and Hygiene, Climate Resilience, Economic Empowerment, and a fourth contextual programme related to the bi-national issues between Haiti and the Dominican Republic. NCA’s geographical focus includes the West and Center departments of Haiti, and the provinces of Monte Plata, Santo Domingo and Elias Piña in the Dominican Republic.

Programmatically, the geographic and thematic areas of DKH, LWF and NCA were both overlapping and complimentary. However, there were no shared partners among the 17 local organisations that had partnership agreements with LWF (3), NCA (9) and DKH (5) at the beginning of 2017. The mode of implementation going forward was intended to be primarily through partners, but allowing for continued operational/semi-operational approaches in specific sectors (livelihood for LWF, WASH for NCA, /EPRP for DKH).

The development of an integrated financial system, based on the LWF Sage system, was still pending in early 2017, and the eventual system developed was not satisfactory. The integration of PME systems was also not possible. This led to a proposal in early 2018 to restructure the Integrated Office into a Joint Office, with separate financial staffs and payrolls for DKH and LWF/NCA, still following unified HR practices and procedures and under the same Country Director, and with the intention that projects would be done separately but coordinated to the maximum and still follow the Joint Strategy. This restructuring was implemented in the beginning of 2019.

There have been a lot of challenges and learnings, both in the 2017-2018 phase and the 2019 phase, which may serve all the institutions involved in further cooperation processes or in future cooperation processes. The Joint Office Program Strategy was evaluated in detail in a mid-term strategic review in late 2019. While taking the mid-term review into account, this “Cooperation” consultancy will focus on the other aspects of the cooperation, particularly the lessons learned in 2017-2018 phase and the effectiveness of the new arrangement made in 2019, in order to inform the way forward in Haiti.

II. Proposed Outcomes and Outputs

The purpose of this consultancy is to **review the Haiti Joint office cooperation and shape the way forward for DKH, LWF, and NCA in Haiti.**

The analysis will be centered around the following three overarching questions:

1. What are the learnings from the Haiti Joint Office cooperation so far?
2. What are the key current issues in the cooperation, governance, and administration of the office?
3. What are the recommendations for adapting the cooperation model in the future for 2021 onwards?

Here are some questions to consider within those 3 major questions:

- 1. What are the learnings from the Haiti Joint Office cooperation to date (including 2020)?**
 - a. History: Analyse this cooperation’s two phases: 2017-2018 and 2019-2020, with emphasis on the current 2019-2020 cooperation
 - i. How do the coordination & communication mechanisms work,
 - ii. What decision-making bodies are required?
 - b. Time and Efficiency
 - i. How has the time spent on the cooperation model changed over the years at HQ and Country Level?
 - ii. To what extent have the financial efficiency objectives of the cooperation been realized?

- iii. To what extent have the efficiency of processes and procedures of the cooperation been realized?
 - c. What were/are the shortcomings and challenges during the cooperation and how were/are they overcome?
 - d. What has (fundamentally) changed for each organization during the time period (country + HQ levels)?
 - e. What has been the impact of local legal registration on the model?
- 2. What are the key current issues?**
- a. What are the key drivers and impediments for the Haiti cooperation model?
 - b. What were/are the identified synergies for the cooperation?
 - c. How far can we go in integrating processes and procedures at the country level while HQ's are organized in very different ways)?
 - i. Especially centralization vs. decentralization dynamic
 - ii. Differences in flexibility on policies and procedures
 - iii. Financial Systems
 - iv. Co-Financing Challenges
 - d. Overhead costs vs. total portfolio (comparing to separate offices)
 - e. What is the return on investment for the cooperation model over time (year by year)?
- 3. What are the recommendations for adapting the cooperation model in the future for 2021 onwards?**
- a. What are the positive aspects of the cooperation, and how can they be maximized?
 - b. How can the impediments and challenges of the current model be overcome?
 - c. How can synergies be better explored and integrated?
 - d. What are the expectations of the three organizations towards the future cooperation and/or model?
 - e. What resources may be needed in future cooperation (i.e. Joint Office)?

The expected **output** is the analysis of the above questions in the form of a report, responding to all three questions.

III. Collaboration/Communication

The consultant will be contracted by and will report formally to the Head Office of Lutheran World Federation. However as the systematization process is an effort of the three organizations, the ToR, the planning, steps and products of the consultancy will be discussed and approved by the Joint Office Steering Committee (composed by staff from the three HQs in Berlin, Geneva and Oslo as well as the Country Director in Haiti).

IV. Methodology

The consultant is invited to propose a methodology based on a highly participatory approach, making clear how the various relevant stakeholders shall be involved and consulted at different stages in the process. As the cooperation model is a sensitive matter, the methodology should be process oriented and contribute to cohesion between the three organizations and the Haiti Office.

The consultant will have at his/her disposal all relevant key documents which were generated during the cooperation processes. The consultant would be expected to organise workshops and Skype/Phone interviews and to travel to Haiti as well as to Berlin, Oslo and Geneva). As the consultancy has a high relevance for the three organization, staff from the three organizations at HQ will be consulted and involved in different steps (like workshops).

V. Envisaged Timeframe

The consultant is invited to provide a technical and financial offer for this assignment, bearing in mind the following:

The consultancy is conceived for a maximum of 25 working days and should cover a time frame from March 2020 – June 2020, in order to systematize the experience until now and include in the findings other learnings in the new Strategic Period starting in 2021.

It is foreseen that the mission will comprise one trip to Haiti and one presence meetings in Europe (Berlin, Geneva and Oslo). Visa, travel costs, accommodation, and workshop costs will be covered by LWF on behalf of the Joint Office. Estimated costs should be included in a detailed budget. There is an option to join some members of the Steering Committee in Haiti the week of March 22nd 2020, or to visit Haiti with the local staff at other times. A draft report is expected by mid-May, and final report by early June.

The exact arrangements will be determined by the work plan jointly agreed upon.

VI. Desired Consultant profile

A consultant fitting the following profile most closely will be sought:

- a. Experience in organizational development and management systems.
- b. Experience in integration processes.
- c. Fluency in French and English including perfect ability to master sensitive topics relevant vocabulary in both languages.
- d. Capacity to work independently, while maintaining fluent communication with the Steering Committee.
- e. Excellent communication, analytic and synthesis skills
- f. Working experience in countries beyond Europe (Latin America, Africa, Asia) with humanitarian and/or development oriented international non-governmental organizations.
- g. Knowledge of DKH, LWF, NCA and Haiti would be an asset.

VII. SUBMISSION OF OFFERS

- a. CV, Technical Offer and Financial Offer to be submitted to tender.haiti@lutheranworld.org by the 4th of March

VIII. DELIVERABLES

- a. Inception report with proposed outcomes and outputs to be achieved in line with item 2
- b. Draft report when the proposed outcomes and outputs have been addressed and findings/conclusions may be shared.
- c. 3-4 Workshops with key stakeholders in order to collect data and/or present/discuss the findings of the systematization
- d. Final report: responding to all three questions (due by June 1).