



## Terms of Reference (ToR) for Developing & Reviewing Operational Manuals

### 1 Background

Lifeline-Gedo (LLG) is a humanitarian, non-profit, and non-governmental organization dedicated to responding to humanitarian emergencies by providing life-saving support mechanisms. LLG works in partnership with national and international stakeholders to promote peace and stability, advocate against all forms of violence, and initiate both long-term and short-term development projects. The organization prioritizes identifying the most appropriate targets for their projects, focusing on the poorest communities that are most in need.

### 2 Purpose

The purpose of this consultancy is to develop new manuals and review existing ones to meet the specific needs of small and medium-sized local NGOs. The primary goal is to design and develop comprehensive manuals that detail operational procedures and guidelines, contributing to improved operational efficiency and effectiveness across all involved organizations.

### 3 Objectives and Specific Tasks

#### Overall Objective:

To provide need-based support in capacity-building initiatives for local NGOs, specifically related to operational manual policies, with a focus on increasing operational efficiency and enhancing humanitarian response.

#### Specific Tasks:

- **Review and Update Existing Manuals:**
  - Project Management Process/Manual
  - HR Manual
  - Security Manual (SMP and SOP)
  - Data Protection Policy
  - Child Protection Policy
  - Conflict of Interest Policy
- **Develop New Policies:**



- Reserves Policy
- Chart of Accounts
- Foreign Exchange Policy
- Policy for Non-employment of Family Members
- Ethical Declaration for Suppliers
- Monitoring and Evaluation Manual
- Quality and Organizational Management Handbook
- Beneficiary Accountability Policy
- Lessons and Best Practices Document
- Risk Management Process/Template of Risk Management Register/Risk Assessment
- Template of Conflict-of-Interest Register
- Template of Fraud Register
- Whistleblowing Procedures (with hotline/email address)
- Anti-harassment Prevention Policy including PSEA
- Policy Against Sexual Exploitation and Abuse
- Anti-Terrorism and Anti-Money Laundering Policy and Procedures

#### 4 Methodology

The consultant will identify and describe the most appropriate and efficient methodology for designing and developing the operational manual. This will involve:

- Reviewing secondary literature
- Conducting consultations and discussions with LLG project teams and relevant stakeholders
- Facilitating a validation workshop for the draft Operational Manual, incorporating feedback into the final version

#### 5 Outputs

Expected outputs include, but are not limited to:

- **Understanding and Scope:** Developing a comprehensive understanding of the project scope and deliverables through desk reviews, needs assessments, and stakeholder discussions.
- **Outline Development:** Creating and finalizing an outline for all manuals, incorporating feedback from Lifeline Gedo.



- **Inception Report:** Detailing the approach, methodology, and work plan, followed by an inception meeting/workshop for discussion.
- **Draft Operational Manual:** Including standard templates, forms, and tools, presented in a validation workshop for feedback.
- **Final Operational Manual:** Incorporating stakeholder feedback and obtaining approval from the Steering Committee.

## 6 Reference Documents

Lifeline Gedo will provide the consultant with relevant documents, including existing policies, partner policies, funding proposals, implementing agreements, and manuals from related multi-year/multi-institutional donor-funded projects.

## 7 Required Expertise

- **Educational Background:** Master's degree in international development, operations management, finance and administration, or a relevant field.
- **Experience:** At least ten (10) years of experience in institutional operations consultancy, preferably with UN, IGOs, or INGOs.
- **Project Experience:** Demonstrated experience in program/project operations and developing Operational Manuals for donors such as FCDO, ECHO, USAID, SHF, and the World Bank.
- **Competence:** Strong competence in procurement, disbursement, and environmental and social safeguards.
- **Regional Knowledge:** Understanding of Government of Somalia operational policies and procedures, with experience working in the Arid and Semi-arid Regions of Kenya.
- **Additional Skills:** Knowledge of gender issues and experience in multi-institutional and multi-donor funded projects is advantageous.

## 8 Timeframe

The consultancy assignment will take approximately 30 days.

## 9 Technical Evaluation Criteria



No.	Criteria	Points
1	<b>Clarity and completeness of the Proposal</b>	<b>10</b>
2	<b>Approach and Methodology</b>	
2.1	<b>Critical analysis of the project objectives and the TOR</b>	<b>10</b>
2.2	Conceptual and methodological approach Description of the conceptual and methodological approach <b>(30 pt.)</b>	<b>30</b>
2.3	Operationalization of the approach and Methodology Working programme / working schedule for delivery of outputs <b>(20 pt.)</b> , Staffing schedule and task assignment descriptions <b>(5 pt.)</b> , Work organisation, back-up services, quality control, logistics <b>(5 pt.)</b>	<b>30</b>
3	<b>Consultants Competencies</b>	
3.1	Education: Master's degree in relevant field <b>(3 pt.)</b> ; Work experience: at least 10 years Operational Manual (OM) or Project Implementation Manual (PIM) preparation/development <b>(8 pt.)</b> ; Program/Project Operations experience <b>(5 pt.)</b> ; Donor (GCF or World Bank) experience <b>(4 pt.)</b> .	<b>20</b>
	<b>Total</b>	<b>100</b>

## 10 Applications

Interested consultants should email a Technical and Financial proposal detailing the proposed approach, methodology, and work plan for the assignment. The proposal should include:

1. Detailed CVs outlining academic qualifications, previous relevant experience, and contact information.
2. Documented evidence of previously developed operational manuals.

Technical and Financial Proposals should be emailed to [tender@lifelineorganisation.org](mailto:tender@lifelineorganisation.org) with subject (*LLG Operational Manuals*) no later than **September 17<sup>th</sup>, 2024.**