Habitat for Humanity®

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Consultancy Terms of Reference
Strengthening Habitat for Humanity International's
Disaster Response Human Resourcing / Surge Capacity
Processes, Procedures and Policies

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1. Context:

Habitat for Humanity International is increasing its leadership role in the shelter and settlement sector, including within the humanitarian space. Habitat seeks to not only eliminate substandard or poverty housing and to make adequate shelter a matter of conscious, but also seeks to reduce disaster risks, respond to disasters, and support recovery by rebuilding hope and homes for disaster affected populations. Habitat believes that safe, decent shelter provides the platform upon which much of post-disaster assistance is built: increases in health and safety, access to water, sanitation, livelihoods, and education. Habitat has an extensive network of National Organizations and Branch Offices around the globe through which it has responded to mega disasters such as Indian Ocean Tsunami (2004), Haiti Earthquake (2010), Pakistan Earthquake (2005), Philippines Typhoon Haiyan (2013), and Nepal Earthquake (2015) as well as numerous small and medium-scale disasters in many countries worldwide.

Despite increasing emergency response efforts by governmental agencies, humanitarian organizations, donors and corporations, there is a capacity gap between what is needed to respond and the current state of readiness, especially in the shelter and settlement sector. This is particularly unfortunate as shelter is consistently one of the top three needs identified by survivors. Meeting urgent shelter needs while enabling individuals, households, and communities to restore their lives and recover from disasters should be a priority for all involved. Creating adequate disaster response capacity within the shelter and settlements sectors is needed. In an effort to learn from its past experiences in order to increase its own capacity, Habitat carried out an After Action Review of its emergency response efforts to the Nepal Earthquake. The AAR report, which was produced in 2016, provides a series of recommendations for strengthening Habitat's Disaster Response systems in Asia Pacific and globally. Building on the AAR, Habitat wishes to specifically improve its Disaster Response human resourcing / surge capacity processes, procedures and policies. Habitat has carried out AARs in the past. After reviewing its work in response to the Haiti Earthquake, Habitat began the work of putting in place an internal and external roster of deployable persons; developing the standard operating procedures needed to operationalize those rosters; creating the deployment tools and support systems needed to make that surge capacity deployable within 48 hours to 7 days from the time a disaster strikes. Those rosters were intended to be used for immediate deployments as well as rotations over time, serving as backstop measures to fill temporary staffing gaps or to reduce overload on National Office / Branch Office staff while setting up and responding to large scale disasters. However the work initiated after the Haiti Earthquake AAR was not completed and many of the issues identified in the Nepal Earthquake AAR were carried over from Haiti. The lessons had been identified but with time it was proven they had not been learned.

Habitat for Humanity International is seeking an experienced consultant to aid in the development of Disaster Response human resourcing / surge capacity processes, procedures and policies to be piloted in the Asia Pacific region. These terms of references define the objectives, scope of works, deliverables, and timeline and key administrative matters.

2. Purpose of consultancy:

In Phase 1: Review Habitat for Humanity's disaster response human resourcing / surge capacity processes, procedures and policies currently in place and to recommend / draft what is needed to operationalize said capacity.

In Phase 2: To visualize and propose a future state for Habitat for Humanity humanitarian human resourcing / surge capacity and develop the processes, procedures and policies needed to operationalize said capacity.

3. Scope of Works:

Phase 1: Good Enough for Now
    A. Review Haiti and Nepal Earthquake After Action Reviews to better understand what did and did not work and what has been recommended.
    B. Review the Disaster Response human resourcing / surge capacity processes, procedures and policies currently in place within Habitat.
    C. Interview key stakeholders to round out Consultant's understanding of what is and is not working in relation to human resourcing / surge capacity within the Habitat Network.

D. Present findings and recommendations to Steering Committee for sign-off.
E. Make edits as needed and draft what is missing for recommendation to complete Habitat's Disaster Response preprocesses, procedures and policies.
F. Present complete human resourcing / surge capacity package to Habitat for Humanity International.

Phase 2: Ideal Going Forward
A. Research current Surge models, including sector trends and tools for use by multi-local organizations; map Surge capacity building funding opportunities and related donor priorities.
B. Present Surge models recommendations, including financial sustainability of each model to the Steering Committee.
C. Identify gaps in processes, procedures and policies between *Good Enough for Now* and *Ideal Going Forward.*
D. Make edits and draft new processes, procedures and policies as needed for *Ideal Going Forward.*
E. Present complete package of updated Habitat for Humanity humanitarian processes, procedures and policies.

Note: Phase 2 should build on Phase 1; costing should reflect leverage of Phase 1.

4. Consultancy Activities and Outputs:	
Phase 1: Good Enough for Now	
Description of Activities	**Expected Outputs**
Literature Review: A. Review Haiti and Nepal Earthquake After Action Reviews to better understand what did and did not work; review processes, procedures and policies drafted for use post-Haiti AAR B. Review Disaster Response human resourcing / surge capacity processes, procedures and policies currently in place within Habitat.	- A summary (2-5 pages) note identifying the continued Pain Points for HFHI as related to Emergency Surge based on two AAR in question - Map Pain Points against current existing model, draft processes, procedures and policies looking for gaps (post Haiti)
Interviews: C. Interview key stakeholders to round out Consultant's understanding of what is and is not working in relation to human resourcing / surge capacity within the Habitat Network.	- Develop Questionnaire for Interviews based on Literature Review - Carry out Interviews - Produce Summary of Findings from Activities A-C with Recommendations to be presented to Steering Committee
Decision Point: D. Present findings and recommendations to Steering Committee for sign off.	- Presentation of findings and recommendations
HFHI Humanitarian Processes, Procedures and Policies: E. Make edits as needed and draft what is missing for recommendation to complete Habitat's Disaster Response preprocesses, procedures and policies.	- Edit existing documents - Draft needed documents - Present package to Steering Comm. - Modify package as needed
Final Package: F. Present complete human resourcing / surge capacity package to Habitat for Humanity International.	- Presentation for HFHI leads of HR and DR[3] and other interested parties

Phase 2: Ideal Going Forward	
Description of Activities	**Expected Outputs**
Concept Development: A. Research Surge models used by multi-local organizations, models which would pull on all the parts of Habitat for Humanity, not just HQ or the Area Offices; research should include funding considerations /	- Summary document of Surge models for consideration, including funding

		considerations, identifying gap between present and future state for each option
	B. Based on Surge models to be considered, map what Habitat has in place after Phase 1, *Good Enough for Now*, against each potential option, and identify what is missing to bridge the gap of each.	
Decision Point: C. Present recommendations to the Steering Committee of structures that could serve as our *Ideal Going Forward*		- Summary document mentioned immediately above
HFHI Humanitarian Processes, Procedures and Policies (updated): D. Make edits as needed and draft what is missing for Habitat to achieve the *Ideal Going Forward* state.		- Updated Processes, Procedures and Policies
Final Package: E. Present completed, updated HFHI Humanitarian Processes, Procedures and Policies, *Ideal Going Forward*, including needed forms and templates.		- Presentation for HFHI leads of HR and DR³ and other interested parties

5. Timeline and expected outputs:

The duration of this consultancy will be of 4-5 months (including both Phase 1 and Phase 2).

Activities Phase 1	Weeks									
	1	2	3	4	5	6	7	8	9	10
Preparation and Literature Review	▓	▓ ●								
Interviews		▓	▓	●						
Report Development				▓	●					
Decision Point					▓	●				
HFHI Humanitarian Processes, Procedures and Policies edits and drafting						▓	▓	▓	▓	●
Present final Package / Complete Phase 1										▓

Activities Phase 2	Weeks							
	1	2	3	4	5	6	7	8
Concept Development; research and mapping	▓	▓	▓ ●					
Decision Point				▓	●			
HFHI Humanitarian Processes, Procedures and Policies edits and drafting					▓	▓	●	
Present Final Package							▓	●

▓ ●   **Output submission**

6. Proposal submission process:
- Technical proposal submission (with narrative, timeline and budget) to ATripathee@habitat.org with copy to ISerra-Lasa@habitat.org and ANarag@habitat.org by June 23, 2017.
- Evaluation of proposals by the Steering Committee listed below.
- Clarification of proposals to be followed by a final selection of winning proposal.
- Contract signing by June 30, 2017

- Initiation of activities by July 3, 2017

7 | Reporting line:

The consultant will work under the supervision of a Steering Committee made up of the following:
- National Organization Representative from Asia Pacific
- Sr. Director HFHI Disaster Risk Reduction and Response
- Director International DR3 Field Operations, HFHI HQ
- Director Housing and Human Settlements, HFHI AP
- AP DR3 Point Person, HFHI AP
- Senior Director International HR
- AP Director HR/LOD

8. Consultant selection criteria:	Weight
Experience on disaster responses operations particularly DR surge capacity deployments, preferably in shelter and settlements context	45%
Proven experience in developing Disaster Response SOPs, Deployment Guidelines / with proven excellent writing skills in English	45 %
Consultancy fee rate (lowest cost factor)	10%

9. Budget and logistics

The Consultant should prepare a detailed budget including consultancy fees and related cost. It is anticipated that this work will be home-based, desktop work. The Consultant should be prepared to engaged in Skype (or similar technology)

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