

TERMS OF REFERENCE: SECURITY FRAMEWORK ADAPTATION -LIBYA MISSION-

Zone/Country	Libya
Start Date	March 2017
Duration	<p>Proposition of a 3 phases consultancy</p> <ul style="list-style-type: none"> - First phase : 7 days - Second phase : 2 weeks in Tunis, with potential visit in Benghazi - Third phase : 1 week of training in Tunis
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1. INTRODUCTION

1.1. CONTEXT

Libya's political transition has been disrupted by armed non-state groups and threatened by the indecision and infighting of interim leaders. After an armed uprising ended the 40-plus year rule of Muammar al Qadhafi in late 2011, interim authorities proved unable to form a stable government, address pressing security issues, reshape the country's public finances, or create a viable framework for post-conflict justice and reconciliation.

In 2016, continued political instability and ongoing armed conflict in Libya has led to deteriorating living conditions and reduced access to essential services for a significant part of the country. Internally Displaced Persons (IDPs) remain one of the most vulnerable population groups as they seek out temporary shelter and scarce livelihood opportunities in urban centres, many without access to basic services. The power vacuum that gave way to the rise of armed groups in Libya, and the ongoing violence has caused thousands more Libyans to flee their homes in search of protection and assistance. In February 2016, while the political situation in Libya remains tumultuous, new patterns of displacement are occurring, with a growing trend of return reported in the East.

Over 435 000 people in Libya have been forcibly displaced, almost doubling the number reported in 2014. Humanitarian organizations face serious difficulties to reach communities and vulnerable IDP families affected by the ongoing violence in the country.

Health and protection needs of the affected population stand out in terms of scope, scale and severity. This is the result of major shortages of essential medicines and a debilitated primary healthcare

system, which have led to an increase in serious illnesses and disease. The conflict has restricted access to basic services, led to forced displacement and impacted people's safety and security. The displaced are the most vulnerable due to limited coping capacity and loss of assets, particularly displaced women, children, the elderly and those with low economic means. Refugees, asylum-seekers and migrants are also considered some of the most vulnerable, due to their exposed risk to discrimination and exploitation based on their status. According to OCHA, the most severe needs in terms of geographic areas are those of affected people in the east and south of the country.

The worsening economic situation and political crises have exacerbated the vulnerability of the people in Libya, where the main source of household income remains salaries from the state. In the preliminary findings of the MSNA conducted by UN agencies, 71 per cent of households reported that their incomes have either remained the same or decreased. Given the protracted nature of the current crisis, the primary objective is to improve resilience of affected communities. This entails building capacity at national and local levels to generate the evidence base needed to monitor the impacts of crisis, to plan key interventions as needed to address humanitarian and early recovery priorities, and to support the recovery of local economies and rehabilitation of critical damaged infrastructures and public services.

The Libya Humanitarian Needs Overview (HNO) is based on a number of needs assessments conducted in 2016, including the UN inter-agency Multi-Sector Needs Assessment (MSNA), sector needs and gap analysis based on information from ongoing humanitarian operations in Libya and available secondary sources. In areas where conflict and insecurity impeded access to affected people, there are some significant gaps in information in terms of the scale and scope of humanitarian needs. There are also information gaps for some of the sectors, especially where national information collection and reporting systems are weak, such as for protection. (OCHA)

Due to the security context, the majority of the humanitarian intervention in Libya are being managed remotely from Tunis since relocation in 2014.

1.2. PUI ACTIVITIES IN THE REGION/COUNTRY

In light with the humanitarian situation described above, Première Urgence Internationale is launching a first intervention in Libya, focusing in Benghazi area, in partnership with a local NGO, Libyan Psychological Association (LAPS), on health activities. This intervention should also include a partnership with LibAid, a Libyan organization in charge on the humanitarian intervention. This project will be the first intervention of PUI in the country and will ensure the opening of PUI mission in Libya.

Following several exploratory mission and results of an MHPSS assessment conducted by LAPS, PUI is indeed launching a health intervention in Benghazi which aims to improve access to quality healthcare for population affected by the ongoing conflict in Benghazi and its surroundings. The main objective is the reduction of morbidity and mortality among conflict affected populations in Libya.

The project aims at providing an emergency response to the accurate needs for primary health care services in Eastern region of Libya. Targeted as a priority for the humanitarian community by the latest HRP designed in October, the health system has completely collapsed in Libya. This project aims at:

- ➔ improve access to primary health care through mobile health care clinics, including mental health and psychosocial support interventions, information and guidance on local services, including referral where necessary,
- ➔ support to improve personal health care behaviors for existing displaced populations by reinforcement of community prevention, information and communication
- ➔ Improve emergency response to new large scale displacement by supporting the creation and the strengthening of an early warning system to develop coordination and cooperation with local actors and relevant authorities to ensure a timely comprehensive response in case of population displacement.

This intervention has been designed thanks to the conduction of a workshop with both LibAid and LAPS that has been organized in Tunis from 13th to 14th of October 2016.

1.3. MISSION JUSTIFICATION

Due to the very sensitive security situation since 2014, and the remote system management of almost all of the humanitarian actions in the country, **PUI would like to develop its proper context analysis**, based on a combination of secondary data's review and primary data's which will be gathered by the national team who will be deployed on the field, as well as **to design a well-adapted mission's security management system, based on context specificities and on already existing PUI's security management framework.**

The objectives of this consultancy is to guide PUI's mission in Libya **to contextualize PUI's security documents to the Libyan mission in order to be able to operate within the targeted areas in the country** and to improve capacities for the entire Libya mission team (both expatriates and national staffs) **in order to enhance their appropriation of this framework.** This should include the ability to travel for expatriate teams as local team visits in Benghazi city for the mobile Unit intervention.

Motivated by the lack of primary data's and a very limited comprehension of the real context in Benghazi, **this consultancy should ensure to PUI's Libya team the availability of adapted tools and methods to apply in this context, respecting PUI existing security framework.**

2. MISSION OBJECTIVES

The objectives should be organized through 3 different phases:

- ➔ **Based on existing PUI security framework** (documents and architecture), propose and adaption of it for the Libya mission. Specific tools not currently existing inside this framework could be proposed. This proposition of specific architecture for security system of Libya mission should be validated by HQ (SUDO and security and M&E advisor).
- ➔ Once this architecture validated, **contextualize the security protocols and tools for the Libya mission, including critical incident management plan.** The adaptation of the content should be done through a collaborative workshop including both expatriates and national staff. This phase should ensure that the content of the framework validated in the first phase is personalized for the Libyan mission. Other documents / tools could be added, under validation from HQ. A potential sensitization session on security and safety basic session could be introduced.
- ➔ Based on the two first phases result, **develop training tools, training plan and monitoring tools and plan** to ensure the appropriation of Libya security framework by the Libyan team (including both expatriates and national team).

3. TASKS AND RESULTS

3.1. AN ADAPTED SECURITY FRAMEWORK FOR LIBYA MISSION IS PROPOSED

Based on the existing security framework of PUI (some components of which are currently being finalized) an adapted architecture of the tools should be proposed by the consultant and validated by PUI.

Due to the specific organization of the mission in semi-remote management for the expatriate team, specific tools should be adapted and / or created. With the support upon request from PUI Security and M&E Advisor, the consultant is expected to propose adaptation and improvement on the existing tools, especially the ones being currently finalized.

For information, the tools included in the PUI Security Management System are the following ones:

- Constant Companion
- Base Security Rules for each base (including coordination base)
- Base Contingency Plans for each base (excluding coordination base)
- Country Contingency Plans
- Base Risk Mitigation Plans for each base (including coordination base)
- Security Audit and Improvement Plan for each base and for the mission as a whole
- Standard Operating Procedures for:
 - Staff Briefing
 - Movement / transportation
 - Visibility
 - Premises Security
 - Communication
 - Health Management
 - International Staff Leisure
 - Cash Management
 - Road security
 - Proof of Identity

3.2. THE CONTENT OF THE SECURITY FRAMEWORK IS CONTEXTUALIZED FOR LIBYA MISSION

Based on secondary data review and interviews with other international and national actors on the field, a **proper risks analysis should be developed to contextualize the content of the tools and protocols**. This should be done as a **collaborative work in order to adapt the security framework for the mission**, and develop specific guidelines and tools to be used by the Libya mission team.

This should be done through a first induction phase of two weeks in Tunisia, with the expat teams and the national team recruited. Process for recruitment is currently on-going. A potential visit in Benghazi could be organized under security clearance.

This phase would also include the specific update of the existing critical incident management plan with adapted tools for the mission.

At the end of this phase, a first version of the security documents should be developed and proposed to Head of Mission and HQ team to be validated.

3.4. THE TEAM IS TRAINED AND A MONITORING PLAN IS DEVELOPED

As a logical development following the initial phases, specific training tools and curricula's should be developed and implemented for the Libya mission team. The training tools are to be proposed by the consultant, but could include role plays to set up a concrete perspective for the framework. The training should empower the team to use the developed tools and to propose regular updates on them.

Following the implementation of this phase, a monitoring and follow-up plan will be developed to ensure the regular update of the framework and the global follow-up on team competencies. Specific tools should be developed to ensure the regular monitoring of the situation and the framework between HQ team and mission team.

4. METHODOLOGY

The methodology is at the consultant's initiative, and constitutes an integral part of the methodological proposal. Nevertheless, the methodology should follow the proposed strategy for the realization of the objectives.

5. MISSION ORGANIZATION

5.1. CHARACTERISTICS OF THE MISSION

The coordination of the mission is based in Tunis and the operational base will be in Benghazi. Benghazi's base will be operated by PUI national team, with continuous support of the expat team in Tunis. Visits from the Logistics Coordinator in charge are being planned on a regular basis. Other expatriate missions on the field should be framed with the current mission.

Expat team is composed of 4 people, and the national team will be composed of 14 people, with 4 out of them being considered as senior staff.

The overall mission should be organized mainly in Tunis. Depending on security clearance, a visit in Libya should be considered.

5.2. LOGISTICAL, SECURITY, AND ADMINISTRATIVE ORGANIZATION

The consultant is expected to respect socio-cultural and security context of the mission and to act in a manner not to affect PUI image in the country.

The consultant is responsible for assessing her/his needs in terms of human resources and logistics. PUI will provide HR, logistical and administrative support to the extent possible.

5.3. FOLLOW-UP MECHANISMS

The security consultant team will be directly supervised by the Head of Mission for Libya, with a close relationship with Emergency Officer and Head of Emergency Department in HQ and Security and M&E Advisor in HQ, based in Lebanon.

5.4. CHRONOLOGY

This chronology is a proposition. The consultant should feel free to propose a re-adapted timeframe for the realization of the mission adapted to the specific methodology developed by the consultant.

ACTIVITY	DURATION AND DELIVERABLE
PHASE 1 : Framework adaptation → Literature Review → Briefing at PUI's Headquarters → Briefing with PUI's security and M&E advisor → Analysis of PUI's intervention	Adapted security framework architecture with specific tools in English 7 days
PHASE 2 : Field Work → Organization of collaborative workshop → Adaptation of the content of the protocols and tools for Libya mission → Interviews with local / int. stakeholders → Elaboration of training tools → Potential visit in Benghazi	Adapted and contextualized protocols and tools in English 15 days
PHASE 3 : Training of the team and development of monitoring plan → Training of the mission team → Validation of the final tools and protocols and training curricula's → Development of monitoring plan → Final restitution in HQ	Training curricula's (including pre and post test) and final report. 10 days
TOTAL FORECASTED	32 days

6. EXPECTED DELIVERABLES:

Following the established framework, the expected deliverables are:

- Adapted security tools and protocols (based on previous list from PUI security framework)
- Potential tools and protocols specifically developed for Libya mission regarding remote management
- Training curricula's and pre/post test

- Monitoring and training plan
- Individual capacity building plan adapted for each staff of the mission (or key position)
- A final capitalization report for capitalization on good practices and recommendation
- A PowerPoint presentation for HQ restitution

A draft of those documents must be presented 2 weeks before the end of the consultant mission. The HoM, the Emergency Officer, Head of Emergency Department and Security and M&E Advisor in HQ can request corrections or modifications within three months after the report is released and the evaluator must ensure that he is available if necessary.

7. BUDGET

A maximum budget of 6 500 € is available for this consultancy, however, a competitive selection process is expected to take place. The selected consultant is expected to cover all the costs related to the mission including the ones related to accommodation and food. PUI will only provide administrative and logistic support to the extent possible.

A financial offer should be submitted, including a budget with detailed section (i.e. all costs related to the mission, namely airline and other transportation expenses tickets if included, visa costs, medical coverage expenses and insurance, the cost of food and accommodation, logistics and human resources needed, as well as remuneration of expertise...).

8. REQUIREMENT

8.1 EDUCATION

- ➔ Initial training or continuing education in security and humanitarian security

8.2 EXPERIENCES

- ➔ Minimum 3 years of experience as a security advisor / officer in the international context / humanitarian context.
- ➔ Relevant experiences in international relations / geopolitics / security
- ➔ Relevant experience in training for humanitarian actors on security and safety
- ➔ Experiences in humanitarian mission in sensitive security context
- ➔ Organization of training for humanitarian workers

8.3 COMPETENCES & KNOWLEDGE

- ➔ Extensive knowledge on humanitarian Rights
- ➔ Communicating Information and Ideas: ability to initiate and facilitate open communication in the

team;

- ➔ Extensive knowledge of the Libya context within its political, social, and economic spheres.
- ➔ Ability to organize and complete multiple tasks by establishing priorities;

8.4 LANGUAGE REQUIREMENTS

- ➔ Fluency in English
- ➔ Knowledge in Arabic is a plus

9. APPLICATIONS

Interested candidates should submit in English:

- ➔ A technical offer (5-10 pages) including:
 - Understanding of the challenges of the mission and the Terms of Reference (ToR): development of a problematic and formulation of questions, which the offer proposes to respond to
 - The methodology proposed for the mission
 - The timetable showing the details for the completion of each of the mission phases. The proposed schedule should include time for briefing and debriefing on the mission and as much as possible at headquarter.
- ➔ A financial offer including a budget with detailed sections (fees, other costs) – must not exceed 6,500 euros
- ➔ An updated CV
- ➔ 1 summary paper in English of similar assignments (any example of document is welcomed)
- ➔ References (2)

Deadline for submission: Documents to be submitted **by email** before
10th of March 2017, 06:00 PM (Paris time).

Applications submitted after the above stated deadline for submission, for whatever reason or cause, shall be considered defaulting.

Submission of applications

All documents must be submitted to the following email:

- orouteau@premiere-urgence.org and agbril@premiere-urgence.org

Reference: LIBYA-SECURITY EVALUATION

Only applications including the full list of requested documents will be considered.