

## TERMS OF REFERENCE

### Expert Consultant

## MI Displacement Study, Analysis, Capacity Statement and Recommendations for Displacement-related Training Materials

Malteser International (MI) is an international humanitarian aid organization passionate about serving displaced people. As the relief agency of the Sovereign Order of Malta it fulfils the Order's mission to "serve the poor and the sick". MI's core task is to improve health and well-being of vulnerable and displaced people around the world. It provides emergency and disaster relief in the immediate aftermath of acute disasters and works towards the rehabilitation and reconstruction of afflicted communities.

In close to 40 countries, the organization is standing alongside the displaced working to help them rebuild a life of health and dignity. However, despite a programmatic focus on displacement and a mission statement that is geared towards displaced, displacement is neither a clearly spelled out technical expertise of the organization nor is it reflected in policies or operational guidelines, nor external communications.

To remedy this, displacement has been designated as one of the central themes under MI's Strategy 2025 project that aims at strengthening the organization's delivery capacity and quality, self-awareness and internal staff expertise as well as external inter-facing. In support of Strategy 2025, Malteser International is now looking for an expert consultant.

### Methodology

The consultant will support the positioning of displacement within the organization from a **contextual** and **conceptual** point of view based on the following methodology and workstreams:

**A) Study on global facts, figures, definitions, complex situations on the ground and perspectives related to displacement.**

The study shall provide a brief general overview of current facts, figures, definitions and the **context** of displacement, refuge and migration worldwide. It shall include an overview of local and international actors and their programmatic approach to address displacement (including e.g. UN, Oxfam, StC, WHH, NRC, DRC, IRC, etc.), identifying best practices, regional specificities and operational approaches. In addition, definitions of displacement, refuge, migration and mixed migratory flows as much as longer-term perspectives (e.g. durable solutions, protracted situations, HDP approaches, etc.) shall be provided. An analysis of donor approaches to addressing displacement shall round up

workstream A). For this purpose, German institutional, EU, UN and other prominent donor practices (US, UK, Nordic countries) shall be looked at.

Some guiding questions: How much do institutional actors focus on displacement? What are best institutional practices for displacement-related policies and operations? How can displacement interventions be best connected to nexus programming? Which donor policies exist on the topic and are they complementary/coherent? Which co-funding mechanisms and decision-making protocols would be required to tap into donor funding?

### **B) Analysis of MI's current programme and operations portfolio and practices.**

Using workstream A) as a foundation, the analysis shall provide an overview and discussion of MI's current programmes in the area of displacement, identify strengths and weaknesses, opportunities and threats as well as risks and the added value of MI's current displacement-related portfolio. The analysis shall provide a **conceptual** basis for helping MI staff understand what MI already does to address displacement, how to mainstream a displacement focus into operational and programmatic country portfolios and provide lessons learned on how best to capture and capitalize on the organization's experience in addressing displacement when it comes to external communications. It shall also include a review of MI's multilevel support practices and structures, its operational contexts, existent funding and funding outlooks as well as future opportunities; and depict ways on how best displacement can be connected to other living values of MI, such as environment/livelihoods, social cohesion, localization, people-centredness, etc.

The MI field experience and views should be gathered by interviewing (virtually) MI colleagues and partner organization representatives in the following MI countries: Pakistan, Colombia, DRC, Iraq, Myanmar, Nigeria, Thailand, Ukraine. The consultant shall also visit MI operations in Türkiye/North-West Syria as well as Uganda/South Sudan so as to analyze MI operational approaches. In sum and to ensure adequate representativity of the analysis the consultant would get exposure to / feedback from some 12 MI field operations as well as HQ.

Some guiding questions: are there gaps in MI capacities and resources focusing on displacement? What investments would it require to adopt a fully functional displacement response approach on a global organizational level? Which approaches should MI hold onto, which should it drop and which should it start? How could a specific displacement approach/policy for MI look like and be mainstreamed into MI's way of working? Are there niches and gaps in the worldwide displacement landscape that could be filled by MI? Is it possible to have 1 or 2 model programs which could be adjusted according to local circumstances? Which specific data science, monitoring and analysis competencies, action protocols or SoPs need to be established to effectively and efficiently address displacement.

**C) MI capacity statement on displacement describing MI's expertise, work across the theme and outlook.**

As part of an MI strategy status overview document which will be published in June 2024, the consultant shall draft a brief MI capacity statement on displacement (max. 5 pages) describing MI's expertise, activities across the displacement theme and its outlook.

As a primary fund-raising tool, the audience for this deliverable will be MI's current and prospective international as well as private donors and any other interlocutor seeking first-hand information on MI's positioning in this strategic issue.

**D) Recommendations in view of the elaboration of displacement-related training materials.**

Drawing from the results of A), B) and C), the recommendations in view of the elaboration of displacement-related training materials shall support MI in summarizing the themes that should be used in staff training and internal education curricula to develop technical and operational expertise and critical reflection related to displacement.

Some guiding questions: How can MI best train its staff and partners in an operational displacement approach and keep them updated on general displacement-related developments, needs and trends? Would MI require external resources for this or could it be covered internally?

## **Deliverable**

As main deliverables the consultant shall produce a report (encompassing study and analysis), a capacity statement, training material recommendations in English language including the following:

- A) report: study section including facts, figures, data analysis, findings, results and recommendations: approximately 20 pages (excluding executive summary and annexes, infographics, maps and pictures),
- B) report: analysis section of MI's assistance to displaced people: approximately 30 pages (including executive summary and excluding annexes, infographics, maps and pictures),
- C) a MI capacity statement on displacement (5 pages) presenting MI's expertise, work and outlook,
- D) a list of recommendations in view of the development of MI training materials related to a) basics and background of displacement, b) MI's experiences in providing assistance to displaced people, lessons learned, best practices and recommendations for mainstreaming displacement into MI' operational portfolios and communications at field and HQ levels; c) practical case studies and examples of project development, MEAL approaches, reporting and evaluation of displacement-related projects.

- Attachments: list of abbreviations; list of institutions and resources consulted and persons interviewed; consultants interview schedule; list of used documents, data and literature; brief professional profile of the consultant,

Deliverables A), B), C), D) shall be presented to selected MI staff in HQ. The report and all background documentation and annexes will remain the property of Malteser International and will be disseminated as deemed appropriate by Malteser International. The consultant will be working in close coordination and with the support of the Heads of the Middle East Department as well as the Department of Quality, Evaluation and Learning in MI's Cologne HQ and will receive detailed briefings prior to the assignment as well as support on interview arrangements and the field trips during the consultancy. The consultant ensures that the deliverable will be strictly in line with national law, international guidelines and Malteser International quality and accountability standards.

In addition to the expected deliverable, the consultant shall provide a brief monthly progress report. In her/his application, the consultant shall include a detailed technical proposal outlining how she/he plans to conduct the four workstreams, including suggestions on methodology and approach, and a draft work plan. It should also include a budget including a breakdown of all costs that go beyond the consultant's salary.

### **Timeframe and modalities**

The consultancy is expected to take place as of March and is expected to be completed within 40 working days. At least two visits to MI HQ in Cologne at the start of the assignment and for the final presentations shall be organized. The consultant will also undertake two short-term missions to MI field offices that are currently implementing IDP-/refugee-focused projects (i.e. Uganda/South Sudan and Türkiye/North-West Syria).

Work on stream A) shall be conducted by desk research and document review, interviews with focal persons, program managers and team leaders in MI HQ. The study should follow quantitative and qualitative methods for comprehensive analysis and present well-founded recommendations. Under workstream B), the consultant shall interview remotely MI staff (approximately 30) in selected field locations and in HQ dealing with countries that present specific displacement contexts addressed through MI operations. In addition, other key informant interviews (approximately 20 MI internal and external stakeholders/partners) to assess existing capacities and practices shall be included. Workstream C) shall be deriving from the results and findings of A) and B). The format of deliverable C) shall be in line with MI specifications that will be outlined at a later stage.

The following preliminary timeframe is anticipated while a final timetable is expected from the consultant. It shows the key work activities and estimated working days required:

days

General preparation and briefing (Cologne) and access to relevant documents	5
Workstream A) finalization of methodology and preparation and of interviews/survey, desk study	5
Workstream B) analysis of MI portfolio, including interviews with with program staff, stakeholders and relevant partners at field and HQ	8
Field trip to Türkiye/NW Syria	6
Field trip to Uganda/South Sudan	6
Workstream C) formulation of displacement capacity statement and short booklet on MI's engagement and activities in displacement	4
Workstream D) formulation of recommendations for training materials	2
Regular review and consultations between consultant and MI	-/-
Contingency	2
Debriefing (Cologne) and presentation of final report	2
<b>Total</b>	<b>40</b>

While working on this assignment, the consultant is expected to be in regular exchange with the Heads of ME and QEL Departments and shall be open to using virtual means of communication. While Malteser International will facilitate contacts with its country offices, relevant partners and stakeholders, wherever needed, the organization and scheduling of interviews and stakeholder discussions is the researcher's sole responsibility.

### Qualifications

- Academic profile in Social or Political Sciences, including Forced Migration, Geopolitics, International Relations, and/or Education, Communications or a similar field of expertise.
- Demonstrated capacity and experience in conducting strategic reviews, project preparation studies, project and context analyses, assessment or feasibility studies.
- Knowledge and relevant practical experiences (field and HQ) in Displacement, Refuge and Migration issues, including specific expertise on mixed migration flows, etc.
- Experiences in working with relevant networks, think tanks and partners such as the Universities, INGOs, LNGOs, UN agencies, etc.
- Demonstrated cross-cultural skills and good communication skills, didactical and educational experiences.

## How to apply?

Interested consultants (teams) are invited to submit the following documents via email to [thomas.weiss@malteser-international.org](mailto:thomas.weiss@malteser-international.org)

- cover letter and curriculum vitae,
- technical proposal (max. 5 pages) outlining how the consultant plans to conduct the four assignments, including suggestions on methodology and approach, and a draft work plan,
- budget including a breakdown of all costs (including 2x travel/accommodation costs for travel to Cologne and the 2 field locations),
- names and contacts of three referees; three samples of academic works and publications on the subject matter.

Applications should be received by closure of business on **18 February 2024 (CET)**. Applications will be reviewed, and shortlisted candidates will be contacted in due time.

For further questions, please contact:

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