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Terms of Reference
Consultancy

Title	Long read: Good practices, lessons learnt, and the unique challenges affecting security risk management in urban humanitarian responses
Name and contact details of consultant	
Date	20 June 2023
Background	GISF is an independent network of security focal points representing humanitarian, development, and human rights NGOs operating internationally. GISF is committed to improving the safety and security of operations and staff, strengthening humanitarian security risk management (SRM) to allow greater access for crisis-affected populations.
Overall goal/ objective	The creation of a long-read article (approximately 18 pages) that identifies the unique factors in urban environments that pose a challenge for humanitarian operations. The article should identify how these challenges impact SRM by touching on operational modalities and conceptual issues. Finally, the article should identify good practices and transferable lessons learnt so readers can better understand and adapt to those challenges when conducting humanitarian work in urban settings.
Project Description	GISF is looking to explore how the unique operating environment of an urban setting affects the safety and security of humanitarian aid workers. Urbanisation is a global trend including Africa, Middle East, Asia, and Latin America and the Caribbean (LAC) regions. There is extensive literature on humanitarian programs in urban settings, but there is little connection between humanitarian programs in urban settings and SRM. This article seeks to fill this gap. The article looks to identify the unique operating elements in urban environments and the humanitarian SRM considerations resulting from these. For the purposes of this article, an urban setting is defined as a built-up territory (typically a city) with substantially higher population density and infrastructure (including housing and transportation) than the rest of the country. Examples of urban areas include Port-au-Prince, Khartoum, Mogadishu, Antakya, Aleppo, etc.

A significant constraint to humanitarian aid in urban settings is that security concerns prohibit access to populations clustered by specific characteristics. There is, generally speaking, a lack of expertise and knowledge on navigating through these challenges. This article is not a technical guide but is instead meant to open the conversation and potentially lead to the creation of a comprehensive technical SRM guide in the future.

This article will have three major suggested sections and some sub-sections within the major sections. The sections and sub-sections will be as follows:

1. **Identify key characteristics of urban operating environments, and the unique challenges faced in delivering humanitarian programmes and operations in such settings.**
   o This section must consider all of the following elements that are unique to the operating environment in urban areas:
      ▪ Geography,
         • What geographic elements in urban areas (topography, density, etc.) impact the operating environment?
      ▪ Demographics,
         • This should consider how diverse cultures, languages, ages, political persuasion, religion, and other demographic elements impact the operating environment in urban areas.
         • Conducting humanitarian work in an urban setting can be made complicated by demographic diversity. How does this impact humanitarian SRM?
      ▪ Supply chains,
         • Due to government regulations and policies, as well as constraints on the distribution of certain products and services, supply chains may be different in different urban areas.
         • This section should consider how supply chain and sourcing considerations when working in certain urban areas affect the operating environment.
         • Examples include telecommunication technologies, transportation companies, and hotel services.
      ▪ Types of programs,
         • What types of programs are most common in urban areas? How do these

programs affect the operating environment (IDP and refugee response, slums, homeless people, and epidemics)?
- Conflict and violence,
  - How do conflicts in urban areas, including active hostilities, suicide attacks, kidnappings, gang violence, drug violence, and socio-political unrest, among others, impact the operating environment?
- Natural disasters,
  - How can natural disasters, such as storms, droughts, earthquakes, and floods, manifest differently in urban areas, and how does this matter to the operating environment and types of programs delivered?
- Local governance and government policies
  - Governments typically like to keep strict control on delivering services and goods, including in times of crises, within urban centres. How does this impact the operating environment?

2. **Link the above unique features to SRM and identify how they impact SRM approaches and the security of humanitarian staff.**
   o While linking with humanitarian SRM, the author should consider issues related to the application of the following in an urban environment:
   - Access;
   - Acceptance;
   - Coordination;
   - Neutrality;
   - Humanitarian principles;
   - The application of International Humanitarian Law (IHL).
   o This section will include three <u>one-page</u> field examples in which the contextual operating elements are linked with SRM to provide concrete examples of how unique contextual considerations in urban environments impact humanitarian SRM. The three (suggested) field examples are:
   - Port-au-Prince, Haiti
   - Mogadishu, Somalia
   - Baghdad, Iraq

	3. Provide good practices and lessons learnt so readers can conduct humanitarian operations in a built-up urban area with better SRM practices. *Publication format:* • The publication will be a long article with an executive summary highlighting the main points. • The publication is expected to primarily be desk research, although remote interviews can be conducted if the consultant believes they are necessary. • The publication is expected to follow a clear structure and to include: an executive summary; an introduction; an analysis of the aforementioned sections and sub-sections; a conclusion summarising the article; and a bibliography. • The expected total length of the document, not including the bibliography: about 15 pages plus 3 pages for the case studies. The consultant is primarily responsible for scheduling and conducting any interviews the consultant believes are necessary.		
Location	The consultant's choosing.		
Payment	The consultant will be paid $5,000 for this project. Payment will be made in United States dollars. The consultant will be paid based on the following milestones: • 20% upon the signing of the contract; • 50% upon the delivery of the second draft; • 30% upon the submission and signing off of the final draft.		
Timeline And Deliverables	**From:** June 2023	**To:**	September 2023

According to the timeline, the consultant is expected to: • Work collaboratively with the GISF Secretariat and other parties involved in the peer-review process. • Implement the feedback voiced by the GISF team. • Undertake any other tasks that may arise subject to agreed-upon timeframes and costs. The consultant will report to the GISF Research and Communications Assistant for the Americas.		

The following are the deliverables for this project:	Indicative Timeline
Outline, methodology, and structure	17 July
Comments and edits on outline and methodology by GISF	24 July

	First draft	14 August	
	Comments and edits on the first draft by GISF	23 August	
	Second draft	8 September	
	Comments and edits on the second draft by GISF	15 September	
	Final draft	29 September	
Proposal delivery	If you are interested in submitting a proposal for this project, please submit a digital document to the GISF Research and Communications Assistant for the Americas, Dan Ford, at gisf-americasra@gisf.ngo, copying in Panos Navrozidis, at gisf-ddamericas@gidf.ngo. The proposal should include the following: 1. Cover letter (1 page, explaining your motivation) 2. A 500-word abstract summarising the potential consultant's ideas for the article. 3. A resume of the consultants who will be part of the project team. GISF will consider several factors when analysing suitable consultants, including but not limited to: • Understanding of the product requirements. • Relevant experience. • Timeframe for completion. • Communication with GISF.		
Style Guidelines	The publication will be similar to the articles in the GISF publication, Achieving Safe Operations through Acceptance, and should follow the same referencing style. As GISF engages with a diverse audience, the language of the publication should be easily understandable. The publication should also follow GISF's style guide. Please contact the Research and Communications Assistant for the Americas at gisf-americasra@gisf.ngo if you need further guidance or have any questions.		