**Shelter and Settlements** **Consultancy ToR**

**TITLE:** Consultant - Shelter and Settlements Global Strategic Review

**DUTY STATION:** Home based

**REPORTING TO: Amelia Rule, Global Shelter and Settlements Lead**

**DATES:** March – April 2022

*This consultancy is one of two strategic reviews NRC is presently advertising for. This one for the Shelter and Settlements Core Competency (CC) and one for the WASH CC. Most objectives and areas of investigation are common; however, each ToR has additional unique requirements specific to their CC. Collaboration between consultants is expected. This will help to produce consistency and help ensure the final reports are aligned. These ToRs can be applied for separately (individually) or jointly as part of a team or shared consultancy.*

**1. BACKGROUND**

In 2022, NRC will develop new global strategies for both the Shelter and Settlements (S&S), and WASH Core Competencies (CC) of NRC. This strategic review will aim to assess opportunities, options, and challenges for further development of both CCs, as well as reflect on the representation of and contribution to the new Programme Development Strategy (presently underway). This study is intended to be complementary to the thematic review[[1]](#footnote-2) and other consolidation exercises conducted by the Global S&S and WASH Leads during the same timeframe.

Shelter and Settlements (S&S) and WASH operations exist in NRC as both standalone CCs but also as combined operations (S&S/WASH). This is dependent on a number of factors including the history of programmes in country, staffing, finance, response needs etc.

S&S Programming is across all 4 operational regions, Central and West Africa, East Africa and Yemen, Middle East and AELA (Asia, Europe, and Latin America).

The Shelter and Settlements portfolio is broad and includes, Emergency, Temporary and Permanent interventions for Shelter, School construction, Infrastructure (inc. for other CCs), Household NFIs and access to Clean Energy and elements of DRR.

**2. OBJECTIVES**

The primary objective of the Strategic Review is to identify opportunities and constraints of NRC the Shelter and Settlements portfolio, modalities and approaches to inform both the core competency strategy development and our ways of working with the other CC’s and development areas – with a focus on WASH, Education, Livelihoods and Camp Management as well as Integrated Programming, Durable Solutions, Hard to Reach and Cash and Markets. This will be achieved by:

1. Reflecting on strategic gaps and challenges in terms of NRC’s global S&S programmes, to include;
   * Consulting a cross-section of NRC staff on strengths, weaknesses, opportunities (doing more or better of what we are currently doing), and threats of current S&S programmes.
   * Understand the view of NRC S&S from different perspectives – Country Directors, Heads of Programmes, the S&S Community of Practice (Shelter specialists), other CC leads/Specialists, external Shelter sector specialists /key stakeholders, key donors
   * Why is or when is S&S prioritised as a CC and when is it de-prioritised and why? What are the preconditions for either, or what is the basis of this decision making? (for response, proposals or visibility in strategy)
   * Portfolio focus and Gaps: Are we meeting shelter needs with our current portfolio? Is it timely and relevant to the present state of the wider shelter sector? SWOT on present portfolio.
2. Analysing gaps (and the driving factors of those gaps) of NRC’s global S&S programmes, including:
   * Activation gaps (difference between when S&S could/should be activated as a Core Competency in NRC Country operations, and it is not; also, factors affecting whether it is fully rolled out in Country programmes with WASH programming or only partially). This should include information on if a combined Shelter/WASH CC or standalone WASH and Shelter CCs are most suitable.
   * Quality gaps: Inclusion and participation in shelter programming (gender and people with disabilities, integration with WASH at household level, safety of shelters and access).
   * Performance gaps (difference between expected performance and actual performance of Country Office S&S programme), with a focus on the ‘shelter/housing solution’ aspect of the portfolio.
   * Beneficiary gaps - the difference between total people in need of shelter and the scale / quality of services NRC provides. Can include examples from key countries with a focus on provision of housing/shelter rather than the broader S&S portfolio.
   * HR gaps (between required number and quality of required workforce, skill sets (soft/hard) and actual strength in the organisation). How do we operate S&S compared to other key shelter actors? Structure of teams, skill set in teams, global technical support, regional support etc.
   * Benchmarking gaps (comparing NRC results against external sector criteria or measurements, e.g., value for money, response timeliness, quality, meeting shelter minimum standards, reputation, etc., and whether NRC offers any unique / improved comparative advantages against other S&S agencies)
   * Funding trends (donor trends, current suitability of funding streams and strategies at country office level)
3. Reflecting on broader benefits of the NRC S&S programme[[2]](#footnote-3)
   * Highlight areas of convergence with other NRC core competency activities – especially WASH, Education, Livelihoods and Camp Management, including programme and policy advocacy. Include impacts and wider programmatic benefits.
   * Identifying the added value of S&S to NRC strategic ambitions and other priorities/initiatives, with reference to integrated programming, area or settlement-based approaches, hard to reach, durable solutions, cash and markets and innovation.
4. Reflecting on strategic opportunities and other future directions for the S&S programme
   * Provide insights on the future environment or direction/development including trends of NRC’s S&S CC within the wider humanitarian sector.
   * Map other possible programmatic or thematic areas that have the potential to be linked to or act as an umbrella/operating environment for S&S – such as Homes and Communities/ Neighbourhood Based Approaches (linked to the below point)
5. Making recommendations on critical issues, strategic areas of focus, and possible new structural or conceptual set up to inform further steps of S&S strategy development

Suggested methodology:

* Analysis of S&S key documents developed by NRC and by the Cluster/Sector.
* Interviews with key informants (one to one or groups), both internal and external to NRC.
* Online surveys or other data collection modalities to include some perspectives from affected population and front-line S&S staff.

The consultant will work closely with the Global S&S Lead. A dedicated Steering Group will provide feedback and recommendations during the inception phase and during the presentation of the draft findings report.

Changes and additions to the ToR may be made after the inception phase period in discussion with the selected consultant.

**3. DELIVERABLES AND PROGRESS PLAN**

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| **Delivery dates** | **Milestone** |
| 1. Induction and Desk review (3 days) | * 1. Briefing with S&S Global Lead   2. Briefing with Global Programme Director   3. Desk reviews of relevant documents (to be identified with the support of the S&S Global Specialist) |
| 1. Design tools for research (5 days) | * 1. Design questions for key informant interviews with the support of the S&S Global Specialist.   2. Map relevant key informants with the support of the S&S Global specialist.   3. Identify methodology to consult with field staff and beneficiaries (to be conducted by NRC staff).   4. Produce a brief inception report, annexing drafted tools and proposed approach to analysis and present to the Steering Group. |
| 1. Conducting and analyse key informant interviews (20 days) | * 1. Conduct key informant interviews (around 35-40)   2. Launch the online survey   3. Consolidation and analysis of main trends emerging from the interviews. |
| 1. Inputs, consolidation, and recommendations (6-9 days) | * 1. Draft scoping study report, including findings from key informant interviews   2. Remote feedback session with the S&S Global Specialist, the Global Programme Director and the Steering group. |
| 1. Finalise the report (3 days) | * 1. Integrate feedback session inputs into a final report document (20-30 pages max)   2. Develop an internal briefing pack (e.g., slides with notes) to disseminate the findings of the final report   3. Present findings to selected stakeholder groups via Zoom (2) |

1. **ADDITIONAL INFORMATION**

* The total number of consultancy days will be 40 days
* Reporting is in English language.
* No subcontracts are expected.

**Duties of NRC**

NRC will

* Provide a suitable understanding of NRC’s work,
* Provide links to country offices to support undertaking of work
* Provide internal documents and resources
* Provide timely feedback to the consultant

**Duties of the consultant**

The consultant will liaise with and report to the Global S&S Lead at regular and agreed times during the development of the report to help ensure timely execution. The consultant is required to retain flexibility and respond to the provided feedback.

**Qualifications of the consultant**

* Relevant experience in the S&S sector, experience of NRC a plus.
* Demonstrable experience in similar strategic reviews or consultancies
* The interpersonal skills and ability to collaborate with key persons including the Shelter consultant
* French language skills desirable

**Submission of interest**

Interested applicants should submit the following:

* A up to date curriculum vitae
* Covering letter including a description of the proposed process and a breakdown of total cost of the deliverable consisting of 4 pages maximum
* Examples of relevant work
* A proposal of how to engage with the appointed WASH consultant or plan to work as a team if submitting a joint application

**7.** **ENQUIRIES & SUBMISSION**

Please send enquiries and submissions by CoB February 7th 2022 to the Global Shelter and Settlements Lead: [amelia.rule@nrc.no](mailto:amelia.rule@nrc.no)

1. The thematic review will aim to identify trends and achievements within the shelter and settlements core competency, based on quantitative and qualitative data, coming from NRC country offices S&S programmes.  [↑](#footnote-ref-2)
2. This will be complementary to the objectives of the ‘Thematic Review’ which will focus on specific achievements of the current programme, based on quantitative and qualitative data from NRC S&S programmes. [↑](#footnote-ref-3)