

Collective Needs Analysis and Planning following Humanitarian Coordination Transitions: Options and Considerations for NGOs

Consultancy – Terms of Reference

As the humanitarian system faces increasing pressure due to rising needs and funding shortfalls, the IASC system is forced to narrow its focus and prioritize. IASC systems and structures will have a more limited footprint in many country contexts and, in some cases, will be phased out altogether.¹

In countries that will no longer have a Humanitarian Needs and Response Plan (HNRPs) or Refugee Response Plan (RRPs), NGOs are now faced with the questions of how to maintain visibility for assistance needs and protection risks, how to collectively plan and fundraise, and how to coordinate responses outside formal architectures and traditional humanitarian planning processes. While UN agencies will likely use the UN Sustainable Development Cooperation Frameworks (UNSDCFs) to guide their work in these settings, Cooperation Frameworks are not designed to capture crisis- or displacement-related needs or response costs with the same granularity as HNRPs or RRP. Further, they typically do not include NGO activities or predictably involve NGOs in associated processes or structures. The fact that they are jointly developed with governments can also create limitations in addressing sensitive protection issues or needs in areas outside the government's territorial control.

In view of the above, there is interest to explore how residual needs, protection risks, and response costs could be identified and consolidated in contexts that no longer have an HNRP or RRP, but where there are remaining crisis- or displacement-related needs that may require support from local and international NGOs. In some cases this may involve the adaptation or use of existing tools – for example, the Cooperation Frameworks or OCHA-supported Flash Appeals – while in other cases, this may involve the development of NGO-led analysis and planning documents.

Objective of the consultancy:

This consultancy will help provide options and considerations for NGOs on how needs analysis and response planning could be most effectively designed and delivered in contexts that do not have an HNRP or RRP.

Output:

The consultant will develop a Practice Note with four key elements:

1. Overarching options and process considerations, reflecting both on existing tools/processes and instances where NGOs may lead the process independently
2. Core elements of a successful needs analysis/costed response plan and associated considerations
3. Examples and lessons from post-transition plans in other contexts
4. In annex: Sample template

The final output should be a concise, accessible resource for NGO colleagues at country level.

Process:

This consultancy is being commissioned by NRC, working in close cooperation with ICVA and IMPACT Initiatives. NRC will convene a Reference Group that can serve as a sounding board for the

¹ This includes eight countries where, in April 2025, the IASC Principals agreed to undertake an “accelerated transition” of IASC systems and structures: Cameroon, Colombia, Eritrea, Iraq, Libya, Nigeria, Pakistan, Zimbabwe.

consultant, and will also suggest additional individuals who would be relevant to interview. The consultant is expected to also be able to draw on their own networks for further interviews as needed.

NRC estimates that this work will take approximately 20 days, either by an individual consultant or shared between consultants with complementary skills and expertise.

Qualifications:

- Direct experience developing, or contributing to the development of, an HNRP or RRP, flash appeal or an RCO-led response planning process
- Familiarity with multi-sector needs assessment processes and JIAF 2.0
- Familiarity with key actors and discussions around HNRPs, RRP, and UNSDCF
- Awareness of ongoing work linked to solutions to internal displacement and solutions planning
- Awareness of the Centrality of Protection agenda and its relevance to collective analysis and planning processes
- Experience navigating political sensitivities with authorities on needs analysis or response planning
- Awareness of factors that enable or inhibit NGO engagement in interagency processes
- Demonstrated experience developing practical operational guidance documents

To apply:

Interested candidates are requested to submit the following to nrcgeneva.policy@nrc.no:

- CV of the consultant(s)
- Cover note detailing how the consultant(s) are qualified to deliver on the consultancy's objective and the elements outlined in the anticipated outputs
- Budget in **CHF or EUR** inclusive VAT and all charges as applicable;
- Example of a previous guidance product drafted by the consultant(s)
- Proof of registration as a sole trader/individual consultant/registered company as per requirements in country of residence.

The deadline to apply is 22 May 2026 at 23:59 (Geneva time). **Please make sure to indicate "Post-HNRP/RRP Analysis Consultancy" in the subject line when submitting your application.**

Please note: All service providers/consultants working with NRC should maintain high standards on ethical issues, respect and apply basic human and social rights, ensure non-exploitation of child labour, and give fair working conditions to their staff. NRC reserves the right to reject quotations provided by suppliers not meeting these standards. Consultants doing business with NRC will be screened on anti-corruption due diligence before NRC confirms a contract.

Anti-money laundering, anti-bribery, anti-corruption and anti-terrorism legislation and donor regulations require NRC to screen contractors against various international lists to ensure due diligence. Submission of the quotation constitutes acceptance of these screening practices.