

Terms of Reference – revision of Civilian-Self Protection program toolkit

1. Background and rationale

The Norwegian Refugee Council is a humanitarian, non-governmental organisation that protects the rights of displaced people. This includes refugees and internally displaced persons who are forced to flee their homes due to conflict, human rights violations, acute violence, climate change, and natural disasters. The Protection from Violence (PfV) Core Competency was established to strengthen NRC's capacity to prevent and respond to violence, coercion, and denial of rights affecting displaced populations.

PfV programming includes three programmatic areas:

1. Community Safety and Violence Prevention
2. Individual Services
3. Thought Leadership and Influencing

NRC's Civilian Self-Protection (CSP) programming is a key component of its Community Safety and Violence Prevention (CSVP) area of work and aims to support communities to develop and implement strategies to prevent, mitigate and reduce the impact of protection risks, with a focus on violence.

Over recent years, NRC has implemented CSP programming across diverse operational contexts. While the existing CSP toolkit has provided a strong conceptual and methodological foundation, a global consultation and review process involving Country Offices (COs), regional teams, and PfV staff identified opportunities to further strengthen its usability, adaptability, and scalability across contexts, including emergency and first line settings. Consultations reaffirmed that CSP's value lies in its community-led, prevention-focused, and trust-based approach centered on local agency, collective analysis, and community ownership of protection strategies. However, consultations also highlighted the need for a more streamlined, action-oriented, and operationally adaptable toolkit.

2. Objectives of the consultancy

The purpose of this consultancy is to support the revision of the current toolkit to ensure its usability and suitability for NRC's current programs. The consultancy will result in an updated Civilian-Self Protection package that includes program guidance and tools ready to be operationalized by country-based program teams.

The primary changes envisioned are to:

- Ensure guidance and tools are simple and user friendly for a range of crisis contexts
- Strengthen the transition from analysis to action
- Broaden the range of community-led strategies explicitly supported by the guidance, including incorporating Humanitarian Mediation, Community-led Negotiation and other already developed methodologies
- Introduce a more modular approach, giving country teams the option to select components that are most relevant to their context – while maintaining a core minimum standard for the approach
- Ensure guidance tailored for Firstline Response
- Align with NRC’s new qualitative MEAL package for Civilian-Self Protection

Guiding Principles

Given the operational realities and resource constraints across NRC COs, the redesign of the CSP toolkit must prioritize practicality, usability, adaptability, and sustainability within existing operational capacities.

The consultant is expected to develop the toolkit with the following principles in mind:

- **Operational feasibility and CO capacity:** The revised toolkit must be realistic and feasible for implementation by program teams across diverse contexts, including emergency settings and COs with limited staffing and facilitation capacity.
- **Community-led action and local agency:** The redesign must preserve CSP’s foundation in community-led analysis, decision-making, and collective protection action.
- **Action-oriented programming:** The toolkit should prioritize concrete protection outcomes and provide practical guidance to support the transition from analysis to action.
- **Simplification and streamlining:** The consultancy should reduce duplication, simplify tools and exercises, and minimize unnecessary complexity while preserving essential CSP principles and protection logic.
- **Flexibility and contextual adaptation:** The toolkit should support adaptation across urban, rural, displacement, conflict, and emergency contexts, including shorter project cycles and rapid response modalities.

3. Scope of work

The consultancy will consist broadly of four phases.

1. Desk Review and Consultation

During the initial phase, the consultant will review:

- The current CSP toolkit and associated materials
- Global consultation findings and CO feedback
- Existing CSP tools and templates
- Relevant PfV guidance, MEL frameworks, and operational documents
- Examples of CSP implementation and adaptation across NRC contexts

The consultant will conduct consultations with relevant global, regional and country-level staff to:

- Understand operational challenges and implementation realities
- Identify priority areas for simplification and redesign
- Assess strengths and limitations of existing tools and approaches
- Validate redesign priorities and operational assumptions

A short diagnostic summary highlighting strengths, gaps, and priority recommendations will be produced.

2. Toolkit Refinement and Design

Phase 2 will focus on refining the proposed CSP redesign model and revised toolkit structure. The consultant will:

- Refine the toolkit architecture, flow, and modular structure
- Clarify minimum standards, outputs, and implementation requirements
- Review and consolidate overlapping sessions, exercises, and tools
- Identify CO level innovations and tools to be integrated into the global model
- Review integration with MEAL systems and AGD approaches
- Review and propose points of intersection with NRC's other programmatic approaches, including Information, Counselling and Legal Assistance (ICLA) as well as NRC's approaches to integrated programming

The proposed structure and content will be presented to NRC PfV focal points for consultation and feedback prior to toolkit development in Phase 3.

3. Toolkit Development

The consultant will produce a complete, user-friendly CSP toolkit package including:

- Revised CSP operational guidance document
- Step-by-step implementation guidance
- Simplified core tools package
- Optional/adaptable tools package, including for first line response
- Facilitation guidance where appropriate
- Examples of CSP strategies and implementation modalities

- Recommendations for implementation, staffing, and operational rollout

Where feasible, the consultant should also propose approaches to:

- Reduce facilitation and administrative burden
- Increase operational flexibility in insecure or resource-constrained contexts
- Strengthen usability for non-specialist staff
- Improve coherence and integration with other NRC approaches and systems

4. Validation

The consultant(s) will facilitate at least one validation workshop with selected CO, regional, and global PfV staff.

Feedback from the validation process should be incorporated into the final revised toolkit package prior to submission.

4. Institutional and organisational arrangements

NRC will own the intellectual property rights to all materials submitted by the consultants under the contract. The consultants must therefore ensure that they have possession of any materials provided to NRC as part of the deliverables. The rights to reproduce the reports and toolkit materials will fall to NRC and its contracted agents. NRC will be free to reproduce the materials at will and to grant reproduction rights.

No additional costs are expected as part of this consultancy unless otherwise agreed in advance with NRC. No travel is expected.

Duties and deliverables of the consultant(s)

The consultant(s) will:

- Lead and coordinate the assignment
- Prepare and facilitate consultations/interviews with NRC staff
- Develop and submit all agreed deliverables
- Incorporate NRC feedback into draft versions
- Facilitate validation workshop(s)

Deliverables include:

- Diagnostic summary of the current CSP toolkit and redesign priorities (Phase 1)
- Proposed revised toolkit structure and operational approach (Phase 2)
- Draft revised CSP toolkit package (Phase 3)
- Facilitation of validation workshop(s) (Phase 4)
- Final revised CSP toolkit package incorporating feedback (Phase 4)

Duties of NRC

NRC will:

- Organize inception meetings with the consultant(s)
- Provide relevant documentation and reference materials
- Identify relevant NRC staff for consultations
- Participate in consultations and review processes
- Review and provide feedback on draft deliverables

All deliverables should be submitted in editable Microsoft Office format and in UK English using NRC templates where applicable.

Everything submitted to NRC must be the original work of the consultants. AI may be used to support drafting and editing processes; however, no personal or organisational

information may be shared with third parties, and the consultant remains fully accountable for all submitted work.

5. Implementation schedule and estimated inputs

This consultancy is expected to take about 25 working days and should be finished latest by 31 December 2026. An indicative timeline is provided below, details which will be developed in collaboration with the consultant directly.

Task	# of days (estimate)
Introduction and desk review	4 days
Consultations	4 days
Validation and way forward	5 days
Toolkit revision	8 days
Validation workshop	1 day
Finalize package and integrate feedback	3 days

6. Qualifications of the consultant(s)

The consultant would be expected to have:

- Minimum 7 years of relevant experience within the field of humanitarian protection, with a specific focus on civilian-led approaches and protection risk reduction focused approaches. Program implementation experience highly valued.
- Experience developing user-friendly program tools for a wide range of field staff
- An understanding of community-led protection strategies, including through engagement and work in a range of conflict contexts
- Strong analytical and writing skills with proven experience in producing high quality, concise, user-friendly guidance and tools;
- Demonstrated ability to present complex information in a clear and accessible manner for diverse teams
- Excellent written and oral English, French or Spanish an advantage

7. Application Process

Interested consultants are invited to submit:

1. A cover letter detailing relevant experience and suitability for this consultancy.
2. Budget proposal, detailing consultancy fee and number of days.
3. An updated CV highlighting relevant experience.
4. Samples of previous relevant work.

Submissions should be sent to Lea Krivchenia, lea.krivchenia@nrc.no, with a subject line of "CSP Toolkit Consultancy" by 23:59 on July 10th (Washington, DC time). Only shortlisted candidates will be contacted.