

## Terms of Reference

### 1. Background and rationale

The Norwegian Refugee Council (NRC; Norwegian: Flyktningshjelpen) 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 Response Services
3. Thought Leadership and Influencing

NRC's Civilian Self-Protection (CSP) programming is a key component of Community Safety and Violence Prevention (CSVP) and aims to support communities to analyse protection risks, strengthen collective protection strategies, and reduce exposure to violence.

Given the complex and context-specific nature of protection outcomes—such as safety, collective efficacy, behaviour change, and risk mitigation—outcome measurement in CSP relies heavily on qualitative approaches.

In 2022, a regional NRC office developed a draft **CSP Monitoring, Analysis and Learning Framework** including a number of programming tools for CSP. Many of these tools were developed from the perspective of also being utilised for monitoring purposes. This document was intended to provide the framework and guidance for monitoring, evaluation and learning specifically for the CSP programme. While elements have been piloted in select Country Offices (COs), the package has not undergone a systematic methodological review nor been formally endorsed by the MEAL team at global level.

NRC now seeks to:

- **Review and assess** the existing CSP Monitoring, Analysis and Learning Framework and M&E tools
- Develop a **simplified**, methodologically sound qualitative outcome monitoring package
- Establish a **minimum global core package**, with clearly defined **adaptable** components
- Ensure **feasibility** within realistic CO MEAL capacity constraints
- Validate the revised package prior to global rollout

### 2. Objectives of the consultancy

The purpose of this consultancy is to develop an appropriate, practical, and standardised qualitative outcome monitoring package for CSP programming that:

- Aligns with PfV CSP global outcome indicators and theory of change
- Defines a minimum core monitoring package required globally (for routine monitoring rather than addressing evaluative or research questions)

- Identifies adaptable/contextual elements
- Is feasible within typical CO MEAL staffing and time constraints
- Strengthens outcome-level learning and accountability
- Includes qualitative monitoring tools, guidance and templates

### Guiding Principles

Given the operational realities and reduced MEAL resources across NRC COs, the development of the outcome monitoring package must prioritise practicality, usability, and sustainability within existing capacities. The consultancy should ensure that tools are feasible to use by programme and MEAL staff without requiring specialised qualitative research expertise or additional resources.

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

- Operational feasibility and CO capacity: NRC COs often have limited capacity and experience with qualitative data collection and analysis. The minimum monitoring package must therefore be simple, practical and feasible to implement considering existing staffing and resource constraints, without requiring specialised qualitative research expertise.
- Emphasis on monitoring: The primary purpose of the standard package is to support programme monitoring, rather than research or evaluation. The core tools should generate insights on CSP outcomes and programme performance rather than addressing complex research questions.
- Balancing usability with data quality: The package should prioritise practicality and usability for NRC programmes while ensuring that the proposed methods maintain reasonable data quality, rigour and include basic safeguards to minimise bias. The consultant should be prepared to confront head on the tension between these aims and make recommendations as such.
- Cost efficiency and simplification: The consultant should explicitly explore options to streamline the existing monitoring approach and reduce the cost and complexity of qualitative data collection. Particular attention should be given to identifying the main cost drivers of qualitative monitoring (e.g., sampling approaches, transcription, analysis requirements) and proposing practical ways to reduce the time and resource burden while maintaining sufficient methodological rigour for credible outcome monitoring. The objective is not to maximise methodological sophistication, but to strike a balance between simplification and maintaining reasonable data quality.
- Use of digital tools to streamline qualitative analysis: The consultant is encouraged to explore how digital tools, including AI-assisted transcription, qualitative coding software, or other automated tools, could help reduce the time and labour required to manage qualitative data. This may include approaches for transcribing recordings, summarising interview notes, identifying emerging themes, or supporting translation processes. Any proposed use of such tools should take into account NRC data protection requirements and the realistic digital capacities of country offices.

## **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 existing CSP Monitoring, Analysis and Learning Framework and associated tools, the PfV global indicators and relevant results frameworks; examples from pilot COs; relevant global MEAL standards and guidance, and analyse new CO MEAL structures and resource realities.

The consultant will consult with around 10-15 PfV and MEAL staff across HO, regional, and CO level to understand the background, how the tools have been used etc. prior to making an assessment of the existing CSP M&E Framework package.

The consultant will assess existing tools against criteria including:

- Alignment with CSP theory of change
- Relevance to PfV outcome indicators
- Methodological rigour (qualitative validity, bias mitigation, triangulation)
- Feasibility (time, staffing, skills required)
- Ethical and protection risks
- Scalability and adaptability
- Usability for non-specialist staff
- Value relative to burden, cost

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

## 2. Framework Refinement and Design

Phase 2 will focus on defining and securing agreement on the overall structure, methodological approach, and resource implications of the CSP qualitative outcome monitoring package prior to tool development. This phase will build on the existing CSP Monitoring, Analysis, and Learning Framework, refining and operationalising the approach. The consultant will review and update the CSP outcome measurement approach in alignment with PfV global indicators and TOC. Based on this, the consultant will propose a structured framework outlining the minimum global core package –specifying outcomes, core qualitative tools, minimum sampling and frequency requirements, and basic analysis expectations—as well as clearly defined adaptable elements such as context-specific tools, expanded participatory approaches, and advanced analysis options.

The proposed structure, implementation approach, and associated capacity assumptions will be presented to NRC MEAL and PfV focal points for consultation and feedback before developing/refining the tools in phase 3.

While the outputs of this consultancy do not include a roll out plan, the consultant should consider how the monitoring package will be rolled out and institutionalised as part of its development. This includes proposing practical roles and responsibilities across PfV and MEAL functions at CO level, including responsibilities related to data collection, data management, analysis, and reporting.

## 3. Develop the CSP Qualitative Outcome Monitoring Toolkit

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

- Implementation guidance document
- Core monitoring tools, standard package (including Arabic, French and Spanish translations)
  - Additional or adaptable more advanced tools (for COs with additional resources)
- Basic PfV coding framework
- Scheduling/planning tool for interviews
- Analysis matrix to synthesise findings
- Reporting template
- Implementation recommendations (incl. estimated staff time, training requirements, building organisational capacities, suggested rollout approach, risk mitigation measures etc)

The final monitoring package should include clear and practical instructions for how country offices can implement the monitoring approach in practice. This should go beyond methodological descriptions and include step-by-step guidance on key operational steps, such as identifying participants using programme records, contacting participants, organising and conducting interviews or group discussions, documenting responses, and storing and managing qualitative data. Where feasible, the consultant should explore

options for conducting elements of data collection remotely (e.g., by phone) in order to reduce costs and increase feasibility in insecure or hard-to-reach contexts.

#### 4. Validation

The consultant(s) will facilitate at least one virtual validation workshop with selected CO, regional and global PFV and MEAL staff. Feedback from the validation workshop should be incorporated and a final revised package submitted.

#### 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 a part of the deliverable. The rights to reproduce the reports 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 – no travel, etc.

#### Duties and deliverables of the consultant(s):

- Lead and coordinate the assignment including being responsible for:
  - Preparation and facilitation of interviews/consultations with NRC staff as agreed upon with NRC.
  - **Deliverables** (including addressing NRC questions/comments). Deliverables include:
    - Short diagnostic brief of the existing package (strengths, gaps, recommendations) (phase 1)
    - Outline document or presentation with the proposed structure, approach, and resource implications (phase 2)
    - Draft CSP Qualitative Outcome Monitoring Package (phase 3)
    - Facilitation of the validation workshop(s) (phase 4)
    - Final CSP Qualitative Outcome Monitoring Package (feedback incorporated) with practical implementation guidance, including estimated staff time requirements, examples of how tools should be used, and a worked example of data analysis and reporting (phase 4)
    - Conduct introduction online session of the final package/tools for CO staff, slides included (approx. 1 hr session)
- Ensure the timely submission of the above-mentioned deliverables.

#### Duties of NRC

- Ensure proper inception meetings with the consultant(s).
- NRC will provide the consultant with the relevant documents and data for the desk review.
- Identify key NRC staff to be interviewed and organise their introduction to the consultant(s).
- Participate in interviews as relevant.
- Review and feedback to the draft deliverables.

Reports/tools should be submitted in editable format (Microsoft Word and Excel). Report should be in UK English, using the standard NRC Microsoft Word template. All verbatim quotations must appear in quotation marks and must not be of excessive length. All data collected under the consultancy must be submitted with the deliverables, in a widely recognised format such as Microsoft Excel.

Everything submitted to NRC must be the original work of the consultants. AI can be used, for example to redraft consultant findings and conclusions, but no personal or organisational information can be shared with third-parties, and the consultant remains accountable for any work submitted. Any plagiarism in any form, or any other breach of intellectual property rights, will automatically disqualify the consultant from receiving any further payments under the contract by NRC, and NRC will seek to recover any payments already made.

## 5. Implementation schedule and estimated inputs

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

Task	# of days (estimate)
Introduction, orientation	0.5 day
Desk review	4 days
Consultations	5 days
Way forward and validation	2.5 days
Toolkit development	8 days
Validation workshop	1 day
Finalising package/integrating feedback	3 days
Presentation session	1 day

## 6. Qualifications of the consulting company

### *Experience and qualifications*

The consultant would be expected to have:

- Minimum 7 years of relevant experience within the field of humanitarian MEAL.
- Strong expertise in qualitative research and monitoring methodologies
- Experience in measurement of protection outcomes in humanitarian programming, including developing and using measurement tools
- Experience developing practical monitoring toolkits
- Ability to translate complex methodologies into user-friendly guidance for humanitarian projects
- Strong facilitation skills
- 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, including technical advisors, M&E staff and country teams.
- Excellent written and oral English, French 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 Mairi Sun, [mairi.sun@nrc.no](mailto:mairi.sun@nrc.no), with a subject line of “CSP Qualitative Outcome Monitoring” by 23:59 on May 3rd (Oslo time). Only shortlisted candidates will be contacted.