

Terms of Reference (ToR)

GLOBAL CONSULTANT/PROJECT MANAGER – INTEGRATED PARTICIPATORY METHODOLOGY TO SHELTER AND SETTLEMENTS

1. Background

The Norwegian Refugee Council (NRC) has experience implementing IFRC's Participatory Approach for Safe Shelter Awareness (PASSA), a community-based methodology enabling crisis-affected populations to identify shelter and settlement risks and develop locally appropriate solutions. While PASSA has proven effective in improving physical safety and community ownership, evolving displacement contexts characterised by climate volatility, environmental degradation, and insecure Housing, Land and Property (HLP) conditions require a more integrated approach to the tool.

Building on NRC's experience—particularly in Nigeria—NRC is looking to develop a adapted participatory tool that integrates **environmental, climate, and HLP risks** into existing participatory methodologies, drawing on NRC's integrated approach while keeping decision making community led. With support from Hilton Innovation Funding, NRC seeks a Global Consultant to lead the technical development, testing, and validation of the new tool for global application.

2. Purpose of the Consultancy

The purpose of this consultancy is to lead the design, adaptation, and validation of the new tool as a field-ready, globally applicable participatory tool that supports safe, sustainable, climate-resilient, and tenure-aware shelter and settlement solutions.

3. Scope of Work

Under the guidance of NRC's Global Shelter and Settlements team, and in coordination with the Climate and Environment Global Lead and HLP Global Specialist (part of the NRC's legal aid team or ICLA – Information, Counselling, and Legal Assistance), the Global Consultant will be responsible for:

Phase 1: Inception, Design and Co-Creation

- Review and synthesise existing participatory processes such as PASSA, with Climate, Environment and HLP tools such as NEAT+ environmental screening tool, NRC Climate Risks Screening Platform and relevant HLP tools (HLP Due Diligence, HLP assessment materials, CDR Handbook and Programme design).
- Facilitate an initial workshop with staff, followed by a more technical co-design workshops with Shelter & Settlements, ICLA, Climate & Environment, and MEAL staff.
- Meeting to discuss findings of workshops and define direction.
- Present inception report and define deliverables.

- Develop a framework for the tool, including the integrated risk lenses and decision-making filters.
- Ensure alignment with NRC's CEA Policy, Durable Solutions Road Map and Global Strategy (2026-2030), and CC Programme Development Strategies.

Phase 2: Tool Development

- Adapt existing participatory tools to systematically embed environmental, climate, and HLP considerations.
- Develop facilitation prompts, screening questions, and simple filters to guide participatory analysis.
- Develop visual participatory tools (risk matrices, icons, mapping tools).
- Draft a simple Facilitator Manual, and tools.

Phase 3: Support to Field Piloting

- Provide technical training on the tool and guidance to Country Office consultants and NRC teams implementing the pilots.
- Participate in remote reflection sessions to review pilot progress, gather lessons learned and provide guidance for improving the tool.
- Co-design facilitator training with CO level consultants and test with minimum 1-2 country offices (in person time/travel allowing).
- Support the roll out of the process in 2-3 COs and oversee the implementation of the field pilots and coordinate the field consultants , including 1-2 field visits, time allowing.
- Coordinate with MEAL colleagues to ensure learning objectives and evidence capture are embedded in the pilots.

Phase 4: Refinement and Validation

- Refine an integrated methodology, facilitation guidance and participatory tools, based on lessons learned from the country level pilot, findings and feedback, ensuring the tool is practical, context adaptable, and user-friendly.
- Support a global validation workshop with regional and global stakeholders. Suggested validation elements include: Useability, Integration of Climate and HLP, Community understanding and ownership.
- Finalise the integrated tool package, including rollout and scale-up recommendations.

4. Deliverables (draft dates)

- PASSA+ conceptual framework and integrated risk lenses (May 2026)
- Drafted adapted participatory methodology and facilitation guidance for field testing (July 2026)
- Visual participatory tools and screening aids (Aug 2026)
- Final PASSA+ Facilitator Manual and training materials (Sept 2026)
- Final validated the integrated package and rollout recommendations (late 2026 to early 2027)

5. Duration and Level of Effort

- **Duration:** Up to 9 months – to end by December 31st 2026, no-cost extensions possible for validation work.
- **Level of effort:** As agreed (aligned with an indicative budget of USD 40-50,000). The level of effort will vary across the different phases, with more input expected during the design and refinement stages.
- **Location:** Primarily remote, with up to 2-3 field visits to test the tool in the field. Potential locations are in Africa, Middle East and Asia.

6. Reporting and Coordination

- Reports to the Shelter and Settlements Global Lead and/or Global Advisor.
- Works closely with NRC's HLP specialist, Climate & Environment global team, MEAL focal point, and participating Country Offices.

7. Required Qualifications

- Individual or team to demonstrate 8-10 years' experience in Shelter & Settlements (Urban Planning, Architecture background), Environmental Studies, Climate Adaptation, and Housing Land and Property Rights.
- Strong experience in shelter and settlement programming in displacement contexts.
- Demonstrated expertise in participatory methodologies.
- Solid understanding of environmental, climate, and/or HLP considerations.
- Experience developing global tools or methodologies.
- Excellent facilitation and technical writing skills.