

Measuring Advocacy Outcomes in ICLA Programming

Terms of Reference

1 Background Information

The Norwegian Refugee Council (NRC) is an international humanitarian organization helping people forced to flee. Through its programmes, NRC addresses immediate humanitarian needs, prevents further displacement, and supports durable solutions. The Information, Counselling and Legal Assistance (ICLA) Core Competency (CC) is a specialised legal protection programme targeting displaced and conflict-affected populations. It provides legal aid in the form of information provision, counselling, and legal assistance to allow people to claim rights and seek redress for rights violations and is operational across all 40 NRC country offices.

The ICLA CC is also an Access to Justice actor actively engaging with other justice sector actors and stakeholders through advocacy, collaboration, coordination, and partnerships, addressing both immediate legal protection needs and longer-term development and peace objectives. In this way, ICLA programming contributes to self-reliance and durable solutions and the broader framework of the Humanitarian-Development-Peace nexus.

ICLA programming is structured around two pillars:

- Legal empowerment which enables displaced persons' meaningful participation in the justice system and builds their capability to understand and use the law for themselves.

- Environment building, which includes advocacy for policy change/reform to remove legal, systemic, or practical barriers, and capacity development of authorities or other stakeholders so that displaced persons are free, unhindered, and protected to claim their rights and seek remedies.

While furthering access to justice, the ICLA CC works on six specific thematic areas only: housing, land, and property rights; legal identity; legal stay; employment law and procedures; government legal procedures and policies for registration of internally displaced people; and access to essential services.

NRC measures performance by assessing a program's contribution to change. This means taking a Theory of Change (TOC) based approach that maps out how we believe our services improve lives. We then gather data based on mandatory indicators and evaluations to measure whether we are achieving a positive change.

To measure In expected outcomes (for example, whether project participants have been able to act on and obtain the documentation they were seeking based on the counselling provided by ICLA), NRC tends to conduct outcome monitoring surveys. These include quantitative and qualitative data collection. These surveys capture information necessary for reporting against organizational mandatory indicators upwards to Head Office, while additional data is stored and utilised at the Country Office (CO) level.

A guidance was created in 2021 to support measuring outcome results for advocacy and several suggested outcome indicators for use by ICLA teams in COs.

The findings from an internal review done last year (2024) however showed limited uptake of the suggested outcome indicators and measurement approaches described in the guidance. It also highlighted a need to improve framing of advocacy for ICLA, including clearer definitions of advocacy activities and scope.

2 Objectives and Scope of Work

Objective

The main purpose of the consultancy is to improve the usability and relevance of existing tools for measuring advocacy interventions in ICLA programming.

Specifically, we would ask the consultant to:

1. Review and cross-check existing materials related to advocacy in ICLA, including tools and guidance currently used to measure advocacy outcomes
2. Consult with ICLA teams at CO-level and with other relevant staff (e.g. MEL focal points, Advocacy staff, ICLA Global Advisers) from around 10 countries

via online modalities to collect good examples on what works and what does not work in measuring advocacy outcomes.

3. Review existing advocacy outcome indicators and recommend which ones should be prioritized for inclusion in the toolkit or propose alternative formulations that would make measurement more practical and feasible.
4. Based on all the aforementioned information, develop a new outcome monitoring toolkit (guidance and actual tools) to measure ICLA's advocacy outcome indicators using NRC's standard toolkit template. Any effective components from the existing guidance should be retained where appropriate

Scope and methodology

The consultant will be asked to consider the following

- Review key organizational MEL and ICLA materials (such as ICLA Theories of Change and quantitative data, various advocacy guidance, ICLA outcome indicator monitoring toolkits, internal survey data, advocacy review report).
- Gather feedback from ICLA staff and other relevant stakeholders through online interviews or focus group discussions to understand current practices and challenges.
- Review and incorporate relevant external guidance or evidence-based approaches for measuring advocacy outcomes in comparable humanitarian contexts.

3 Deliverables and Implementation Schedule

Key Deliverables

- Internal report outlining key findings of the desk review, primary data gathered, and suggested approaches to improve the existing guidance. The key points will also be presented in a meeting with NRC's HO team to incorporate feedback before drafting the outcome monitoring toolkit below.
- Outcome monitoring toolkit (based on NRC's template in a Word format). This includes instructions on how to measure advocacy indicators, alongside provision of tools, templates and examples where relevant.
- PowerPoint presentation on the toolkit to introduce the new tool to the ICLA team

Proposed timeline and budget

An estimated 20 days within the period of September 1st, 2025, to November 30th, 2025, and a maximum budget of NOK 167,000.

Task	# of days (estimate)
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Desk review	3 days
Consultations	5 days
Internal report & validation of way forward	5 days
Outcome monitoring toolkit (including review & feedback, and revision)	6 days
Presentation to the ICLA team	1 day

4 Institutional and Organisational Arrangements

NRC will own the intellectual property rights to all materials submitted by the consultant under the contract. The consultant must therefore ensure that he/she has possession of any materials provided to NRC as a part of the deliverables. The rights to reproduce the report will fall to NRC and its contracted agent. NRC will be free to reproduce the materials at will and to grant reproduction rights.

Duties of the consultant(s):

- Lead and coordinate the assignment including being responsible for:
 - Desk review.
 - Preparation and facilitation of interviews/consultations with NRC staff as agreed upon with NRC.
 - Deliverables (including addressing NRC questions/comments).
- Ensure the timely submission of the above-mentioned deliverables.

Reports/documents should be submitted in Microsoft Word format, in UK English. All text should be unformatted. Graphs or other graphical devices should be editable (i.e. not pictures). All references must be cited according to convention, and detailed in a bibliography, using the Harvard system as set out in the [UNESCO Style Manual](#). 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. 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.

Duties of NRC:

- Accompany and support the consultant.
- Ensure proper inception meetings with the consultant(s).

- NRC will provide the consultant with the relevant documents and quantitative 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.
- NRC will bear the consultancy fees.

5 Qualifications of the Consultant(s)

NRC seeks expressions of interest from people with the following skills/qualifications:

- Graduate degree in directly related field, such as international development, research, statistics, or quantitative/qualitative analysis.
5. Minimum 7 years of proven experience in monitoring, evaluation, and learning in humanitarian settings, including displacement settings.
 6. Familiarity with theories of change, indicator framework, and outcome monitoring or other adaptive M&E methodologies related to non-linear advocacy interventions.
 - Thorough experience with and knowledge of principles and current approaches to monitoring, evaluation, and learning in humanitarian and development settings, specifically with regards to qualitative methods.
 7. Understanding of humanitarian advocacy and its integration into legal aid programming.
 8. 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.
 9. Fluency in English both spoken and written. Knowledge of French or Spanish is an asset.
 10. Familiarity with NRC's programming or similar legal aid/protection programming is an asset.

6 Application process and requirements

Proposals should be submitted by **24 August 2025** strictly through the following email address: katrien.ringlele@nrc.no. Failure to meet the closing date and manner of submission will result in the proposal being rejected.

Applications should include the following:

- CV of the consultant(s).
- Cover Letter outlining consultant experience in similar work.
- Evidence/Sample of related previous consultancy reports and methodological guidance documents of a similar nature (no more than 5000 words).
- Technical proposal outlining the consultant's understanding of the assignment and proposed approaches.
- Budget proposal, detailing consultancy fee and number of days.
 - Any costs related to procurement and provision of equipment, material, services required to complete the consultancy should be included in the fees. No additional costs shall be charged separately.
- Legal and Administrative Information.
 - Company registration number or consultant tax ID).

NRC will evaluate proposals received based on the following:

- Relevant experience and qualifications (30%)
 - Quality of technical proposal (30%)
 - Sample of previous work (20%)
 - Budget (20%)
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NORWEGIAN
REFUGEE COUNCIL

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