Consultancy

Terms of Reference (ToR)

Understanding opportunities and risks for the safe inclusion of LGBTIQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning)[[1]](#footnote-2) persons in NRC services

**Background:**

The Norwegian Refugee Council (NRC) is a non-governmental, humanitarian organization with 76 years of experience in helping to create a safer and more dignified life for refugees and internally displaced people. NRC advocates for the rights of displaced populations and provides assistance within education; information, counselling and legal assistance; livelihoods and food security; protection from violence; shelter and settlements; and water, sanitation and hygiene. We work in crises across 40 countries, where we help save lives and rebuild futures. In 2022 we assisted more than 9.8 million people.

LGBTIQ+ (lesbian, gay, bisexual, transgender, queer, and intersex) individuals encounter distinct and heightened risks of discrimination, violence, and exclusion throughout the phases of displacement: before, during, and after. Humanitarian contexts often exacerbate the challenges of discrimination, violence, and exclusion, compounding the vulnerability, stigmatisation, and risks faced by LGBTIQ+ individuals.

Presently, NRC lacks specific experience or expertise in working with LGBTIQ+ individuals. Our efforts in Safe and Inclusive Programming concentrate on the fundamentals of gender mainstreaming, but we currently lack guidance and capacity in this specific area. Safe and Inclusive Programming (SIP) is the terminology that NRC uses to describe the mainstreaming of protection, age, gender and diversity in programmes. NRC has worked on the roll-out of Safe and Inclusive Programming Minimum Standards, which includes a specific standard on inclusion (age, gender, and diversity mainstreaming).

As part of our commitment to aiding those in need, we are keen to learn more about the safe inclusion of LGBTIQ+ individuals in our services and strive to reduce barriers in a manner that is secure and avoids additional risks. This consultancy is intended to focus on collaborating with NRC country offices that have requested technical guidance and support and where it is deemed safe to undertake such efforts, with the view of ascertaining where else we can further implement this work safely within our organisation (incl. under what conditions/with what capacity).

In parallel, NRC, with support from the Swedish Humanitarian Unit, has launched a project on “Gender and inclusion mainstreaming for programme quality’’. NRC acknowledges that gender and inclusion mainstreaming in humanitarian organisations requires a multi-pronged approach to be successful and sustainable. The organisation is therefore implementing mutually reinforcing actions in 2024-2025, at three different levels: 1) development of a new policy that covers gender and inclusion, 2) investing in capacity-sharing to ensure that gender is integrated into our programming, and 3) address gender and inclusion in our organisational culture. This project is supervised and coordinated by the Safe and Inclusive Programming team, with support from NRC’s Global Diversity, Equity and Inclusion (DEI) Lead.

This consultancy will also feed into this gender and inclusion project and will be managed jointly by the teams working on Safe and Inclusive Programming and Diversity, Equity and Inclusion, ensuring combined efforts on programmatic and organisational aspects related to gender and diversity.

**Scope and expected deliverables:**

This project therefore proposes to enhance our understanding of this particularly vulnerable group and possible interaction with NRC services. We envisage a mapping to understand parameters, with a focus on safe inclusion.

The existing scope below may be considered as a frame, consultants/consultants consortia are encouraged to provide a more detailed or nuanced outline better suited to existing expertise and/or experience.

NRC is seeking a highly qualified consultant/consultants consortia to undertake the following objectives and deliverables:

1. Identify the current internal landscape/state of play, gaps and ways to improve (interactions, practices, barriers, guidance, tools and understanding), and entry points to strengthen programmatic LGBTIQ+ inclusion within NRC.
   * This should result in a mapping/description/exploration of the state of play of LGBTIQ+ inclusion within NRC and within the wider humanitarian landscape, through desk review, key informant interviews, and focus group discussions.
2. Possibly work with 1-2 selected NRC country offices and support with preliminary assessment on gaps, opportunities, and capacity-building (*to be discussed with NRC*). Our approach will be determined by context and include NRC country offices that express interest in working on this.
   * This could be a combination of the following: 1) support with risk analysis of engagement/safe inclusion of LGBTIQ+ persons (e.g. risk analysis framework) and external stakeholder engagements as relevant, 2) internal education and training and sensitisation (contextualised), 3) explore inclusion into tools/methodologies, identifying risks and opportunities, and 4) suggesting partnerships(including non-humanitarian NGOs/CBOs)/ways of working. Collaborative work with LGBTIQ+ organisations is encouraged. ​ This support to the Country Offices would also further support the first objective of the consultancy namely a mapping of the current landscape and development of recommendations/Road Map for NRC, for the short- medium- and long-term. This could possibly, include remote/in-person workshop/training.
3. ***Consultants are strongly encouraged to reach out to NRC*** [***ellen.gorris@nrc.no***](mailto:ellen.gorris@nrc.no) ***for further information regarding the possible Country Offices prior to submission of their bid.***
4. Develop preliminary training/capacity materials on LGBTIQ+ inclusion
   * This should include for instance the review the existing relevant guidance notes, development of an introductory module to be part of the new NRC Gender Training Package, and suggest a roadmap process for potential roll-out
5. Collect learning around safe inclusion and develop clear recommendations with limits, risk analysis, milestones and suggested a roadmap for NRC around safe inclusion of LGBTIQ+ persons in NRC services.

**Deliverables and indicative timetable:**

The suggested timeline and process are set out below. However, this should be agreed further between the consultant and NRC.

Consultants are suggested to look critically at the below proposal and propose any alternatives which they feel would be better suited, in line with their experience and expertise. The below is strongly indicative to support consultants to develop their bid.

The consultancy can start from January 2025 and should end in May 2025.

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| **Indicative month** | **Outputs and activities** | **Number of days** |
| **January**  **2025** | * Induction * Technical Working Group meeting * Bilateral Key Informant Interviews with members of Technical working group * Development of detailed workplan and deliverables * Desk review * KIIs with selected CO/RO staff   *Deliverable 1:* Detailed workplan and agreed deliverables and feed into below deliverables 1, 2, 3, and 4 | **5** |
| **January-May 2025** | * Planning and preparation with selected country offices, identification of key challenges/issues * Development of training package for sensitisation * Review and development of relevant guidance note * Development/adaptation of risk analysis approach/framework (to be defined) * Ad hoc support to selected country offices * Pilot of risk analysis approach * Capturing learning around opportunities/risks * Conclusions and recommendations for NRC based on the consultancy * Sharing of findings   *Deliverable 2:* Development sensitisation training, guidance note  *Deliverable 3:* Brief report learning from Country Office engagement  *Deliverable 4:* Overall consultancy report, with mapping, conclusions/recommendation and finalisation of drafts of tools (guidance, training), presentation of findings | **30** |

**Deliverables:**

All deliverables should be submitted in UK English. All deliverables (e.g. documents, slides) 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. Publications and PowerPoint should be based on the NRC template.

All materials should be freely available for use by NRC and partners. 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.

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/training will fall to NRC and its contracted agents. NRC will be free to reproduce the materials at will and to grant reproduction and onward training rights.

The Consultant will need to follow NRC’s approach and rules to use of AI in any of their work.

**Management and Reporting Arrangements:**

The Consultant will report to the either the Global SIP Project Manager or the Global Gender Project Manager, with also a technical line to the Global Lead Diversity, Equity and Inclusion of NRC.

The consultant(s) may also be expected to work with the Safe and Inclusive Programming team and with the global lead on Safeguarding. The consultant(s) will have no management authority.

The consultant is required to retain flexibility and respond to the provided feedback. NRC will determine the acceptability of final deliverables and will be responsible for their implementation and dissemination.

**Duties of NRC:**

NRC will:

1. Provide all relevant existing materials related to safe and inclusive programming
2. Provide administrative facilitation and ensure time available from relevant colleagues
3. Provide a suitable understanding of NRC’s work, particularly around SIP
4. Provide access to the NRC design guide
5. Provide timely feedback to the consultant

**Qualifications & Experience:**

1. An advanced degree in social sciences such as law, humanitarian aid, sociology, anthropology human rights or related academic field. Five years of practical experience may be accepted in lieu of an Advanced University Degree.
2. A minimum of five years of relevant working experience including working on issues related to LGBTIQ+ inclusion, gender, diversity, equity, and inclusion and handling sensitive conversations. Consultants with expertise, experience and backgrounds in research, academic, and policy-level experience, as well as practical field experience in implementing these initiatives are encouraged to apply.
3. Track record of identifying opportunities to strengthen safe LGBTIQ+ inclusion in *humanitarian* projects and initiatives, particularly in organisational culture.
4. Strong analytical skills to support and make practical recommendations in timely and well-structured presentations and proven ability to produce well written and effective training materials.
5. Expertise in using participatory training methods to deliver workshops for development programmes.
6. Experience delivering in an on-line environment in a professional setting.
7. Proficiency in English. Fluence in Arabic is an added value.
8. For an institution, proposed team members should possess the above-mentioned technical background and experience.

**Qualities of the consultant:**

* Planning and delivering results on time
* Communicating with impact and respect, Strong people skills
* Creative thinker and motivator.
* Ability to work independently in a results-oriented, multi-tasking and multi-cultural environment Proactive approach to contributing to operation and strategic goals and objectives.
* Strong people skills

**Consultancy Timeframe:**

January 2025 – May 2025

**How to Apply:**

Interested applicants should submit the following:

* An up-to-date **curriculum vitae**
* **Cover letter** including a description of the proposed process and a breakdown of total cost of the deliverable consisting of 6 pages maximum. Please include:
  1. A top line work plan (detailing the number of days needed for the tasks, a suggested timeline and approach, as well as relevant international standards/practices/guidance).
  2. A proposed budget, including number of days of work and daily rate.
  3. Include any travel costs into the budget, where this is foreseen
* **Examples of relevant work**

***Deadline for submission of interest: Sunday 24 November 2024 mid-night (Oslo time). Please send submissions to*** [***ellen.gorris@nrc.no***](mailto:ellen.gorris@nrc.no) ***In case you have any questions regarding this consultancy, please contact*** [***ellen.gorris@nrc.no***](mailto:ellen.gorris@nrc.no) ***.***

1. LGBTIQ+: Lesbian, Gay, Bisexual, Trans, Intersex, and Queer/Questioning (the “+” is used to signify an inclusive approach to all people with diverse sexual orientation and gender identity). Please note that while the term LGBTIQ is increasingly understood and used in different regions on the world, in many countries other terms may be preferred by LGBTIQ+ persons to self-identify. [↑](#footnote-ref-2)