

# Terms of Reference

## Consultant – Network Paper on Local Coordination Committees

### 1. Background

The Humanitarian Practice Network (HPN) is an independent, global forum for practitioners, policymakers, researchers and others engaged in crisis response to publish knowledge, analysis and experience. HPN contributes to improving the performance of humanitarian action by facilitating knowledge-sharing and contributing to individual and institutional learning. After a review conducted in 2023, HPN has reinvigorated its purpose to be an independent, networked and accessible platform for exchange, debate and learning for all practitioners engaged in humanitarian action. HPN connects humanitarian practitioners with new evidence, learning and debates. It provides a forum to share emerging practice and to connect practitioners with policy development and academic research. It deliberately seeks to reflect the diversity of viewpoints, experiences and practice across the humanitarian ecosystem.

As part of its commitment to fostering inclusive and innovative knowledge-production, our partners will guide the development of our outputs. One of HPN's key outputs is the production of Network Papers. Network Papers are in-depth research outputs that explore critical humanitarian themes or contexts, typically ranging between **10,000–20,000 words**. These papers aim to inform humanitarian policy, practice, and strategic decision-making.

Following deliberations of our partners, the next Network Paper will focus on the role of **Local Coordination Committees in local humanitarian response**, reflecting HPN's commitment to **partner-led thematic prioritisation** and locally grounded knowledge.

This Network Paper will be developed by a sub-working group with coordination support from **Humanitarian Practice Network (HPN)**. The sub-working group is composed of:

- **Centre for Civil Society and Democracy (CCSD)** - a Syrian founded, independent, non-profit, non-governmental organisation. CCSD seeks to build a stable and just society where peace and respect for human rights and fundamental freedoms prevail through development and humanitarian action.
- **Alliance for Empowering Partnerships (A4EP)** – a global network that promotes equitable partnerships between international and local/national humanitarian organisations. It focuses on transforming how humanitarian actors collaborate so that local/national organisations have more decision-making power, resources and leadership in humanitarian response.

- **Asia Pacific Refugee Rights Network (APRRN)** - a regional Asia-Pacific civil-society network that works to protect and promote the rights of refugees, asylum seekers and other displaced people in the region.
- **Somali NGO Consortium (SNC)** - a network of more than 130+ NGOs working in Somalia. The network supports coordination, information sharing, advocacy and representation of NGOs.

Through this paper HPN partners/the sub-working group will examine the **role, structure, evolution and effectiveness of local coordination committees** within humanitarian response, particularly in the context of the humanitarian “reset” and ten years after the Grand Bargain commitments. Local Coordination Committees (LCCs) are Community-level coordination structures composed of local leaders, community representatives or civil society actors that help organise humanitarian assistance, communicate needs and facilitate engagement between humanitarian actors and affected populations.

The network paper aims at highlighting the role of local committees in humanitarian contexts in terms of coordination and response and addressing root causes of crises.

## 2. Objective of the Consultancy

The objective of this consultancy is to support and work with the sub-working group on **research, analysis and authoring a Network Paper** that critically examines **local coordination committees** in humanitarian contexts and their contribution to **locally led humanitarian action**; in coordination with HPN’s partner networks members and partners learning and lived experiences.

The paper will generate evidence-based insights that contribute to ongoing debates on localisation, coordination reform, and sustainable humanitarian architecture.

## 3. Scope of Work & Key Research Questions

This consultancy will support the generation of a comparative, and policy-relevant analysis/understanding of local coordination committees within humanitarian contexts. The consultant together with the sub-group will examine the conceptual foundations of local coordination committees, historical evolution, governance arrangements, operational dynamics, and strategic positioning within the broader humanitarian architecture. The consultant is expected to pay attention to how global humanitarian reform processes – such as the Humanitarian Forum launched by OCHA in 2005 and the Transformative Agenda process launched by the IASC focusing on effectiveness, coordination and accountability within the humanitarian system - like

but not limited to localisation commitments and the humanitarian reset are influencing the role, visibility, and sustainability of these mechanisms.

The consultant is expected to facilitate the production of a knowledge product that goes beyond a descriptive understanding of local coordination committees but rather, together with the sub-group, generate a product that provides analytical insights on how these committees are designed, their effectiveness, comparative strengths, systemic constraints and future positioning (or under explored opportunities).

With evidence from a minimum of five (5) country contexts, the consultant will support the identification of patterns, differences, enabling conditions and lessons that can inform humanitarian policy, practice and resourcing models at national and global levels.

With evidence and contextual knowledge generated with the sub-working group, the consultant will therefore be responsible for addressing the following research questions:

1. What are formal and informal *local coordination committees* in humanitarian contexts?
2. What is the historical evolution of local coordination mechanisms (including governmental coordination mechanisms)?
3. How are local coordination committees structured and governed?
4. What examples of good practice exist (in terms of structure, governance, and resourcing)?
5. What enabling conditions or “ingredients” support effective local coordination?
6. How do local coordination committees operate? With evidence from a minimum of across **5 country contexts**.
7. What functions do these committees perform, and how do they interact with:
  - International humanitarian coordination mechanisms
  - Government agencies
  - Other parallel coordination mechanisms, local or regional (Private sector, academia, religious and cultural institutions etc.)
8. What are the key strengths and weaknesses of local coordination committees?
9. What challenges or barriers limit their effectiveness?
10. How is the **humanitarian reset** shaping the role and visibility of local coordination committees?
11. What has been the impact of the **Grand Bargain commitments** on local coordination?
12. Should local coordination committees play a greater role in humanitarian response? If yes, how?
13. If yes to “12”, What resourcing and financing models are required to scale and sustain these mechanisms?
  
14. Are there any opportunities not fully exploited by local coordination committees?

The research questions will be finalised during the inception phase.

## 4. Methodology

The consultant is expected to adopt a **mixed-methods research approach**, which includes:

- Desk-based literature and document review
- **Key Informant Interviews (KIIs)** with relevant stakeholders
- A **survey** targeting relevant humanitarian actors
- A **consultative validation workshop** with network partners and other relevant stakeholders
- **Case studies** of selected local coordination committees across diverse humanitarian contexts

Country selection (5 countries minimum) will prioritise contexts where HPN partners have **existing presence and networks**, enabling access to stakeholders and cost-efficient data collection.

The consultant will be managed directly by the Center for Civil Society and Democracy (CCSD) and will work closely with the partner focal points and HPN editorial team throughout the process.

## 5. Deliverables

The consultant will be responsible for delivering the following outputs:

1. **Inception Report**
  - Refined methodology
  - Research framework and tools
  - Detailed work plan
2. **Data Collection Outputs**
  - Interview transcripts / notes
  - Survey results
  - Case study documentation
3. **Draft Network Paper**
  - First draft (for partner and editorial review)
  - Second revised draft
4. **Final Network Paper**
  - Fully revised and edited version (10,000–20,000 words)
  - Incorporating all partner and editorial feedback

## 6. Timeline

The consultancy will be implemented between **March – July 2026**, aligned with the following key milestones:

- Deadline for applications: **31 March 2026**
- Consultant contracted: **13 April 2026**
- Inception report: **27 April 2026**
- First draft submitted: **22 June 2026**
- Second draft submitted: **3 July 2026**
- Final paper submitted: **15 July 2026**
- Publication and launch: **31 July 2026**

A detailed timeline will be confirmed during the inception phase.

## 7. Management & Reporting

- The consultant will be **contracted and managed by** Center for Civil Society and Democracy (CCSD).
- Technical guidance and review will be provided by **partner focal points** and the **HPN Editorial Team**.
- Regular coordination meetings will be organized by CCSD and with HPN as needed.

## 8. Required Qualifications & Experience

The consultant should demonstrate:

- Proven experience in **humanitarian research and policy analysis**
- Strong understanding of **localisation, humanitarian coordination, and governance mechanisms**
- Experience conducting **qualitative and mixed-methods research** across multiple country contexts
- Excellent **analytical writing skills** in English (experience with long-form research papers required)
- Prior experience working with **local and national NGOs**, networks, or consortia
- Familiarity with the **Grand Bargain** and current humanitarian reform debates is a strong asset

## 9. Application Process

Interested candidates should submit:

- A **technical proposal** outlining approach and methodology
- A **financial proposal**
- CV(s) highlighting relevant experience
- 1–2 samples of relevant published research or analytical writing

The deadline for applications is **31 March 2026**.

## 10. Evaluation Criteria

Applications will be evaluated based on a combined technical and financial assessment, according to the following weighting:

Technical Evaluation – 70%

The technical component will assess the overall quality and relevance of the application, including:

- Demonstrated experience in humanitarian research and policy analysis.
- Understanding of humanitarian coordination mechanisms and localisation debates.
- Quality and feasibility of the proposed research approach and methodology.
- Analytical thinking and clarity demonstrated in the questionnaire responses.
- Quality of previous research or analytical writing samples.

Responses to the application questionnaire will form an integral part of the technical evaluation.

Financial Evaluation – 30%

The financial component will assess the financial quotation (RFQ) submitted by applicants, taking into account:

- Overall cost-effectiveness of the proposed consultancy.
- Alignment with the expected scope of work and deliverables.
- Value for money within the available budget range.

The final selection will be based on the combined technical and financial score, using the weighting outlined above.

To apply, please complete the form at the following link : <https://forms.gle/3a2tc8RDyJkZaR9Q7>