NORWEGIAN REFUGEE COUNCIL

Terms of Reference (ToR)

Development and Supply of a Program for Analysis and Security Management

1. Background

The conflict in Northeast Nigeria, now in its sixteenth year, has displaced 2.3 million of people according to the 2025 Humanitarian Needs and Response, disrupting livelihoods and creating significant protection concerns, forcing vulnerable populations to adopt negative coping mechanisms. The Norwrgian Refugee Council (NRC) has been in Nigeria since 2015 and with its operations in the states of Borno, Adamawa, Plateau and Abuja.

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NRC is an organization operating in complex humanitarian, development, and high-risk environments that require timely, accurate, and actionable security intelligence to support operational continuity, personnel safety, asset protection, and strategic decision-making. Increasingly dynamic threat environments — including armed conflict, terrorism, civil unrest, cyber threats, criminality, misinformation, and environmental hazards — necessitate an integrated and proactive intelligence capability.

The platform is intended to strengthen situational awareness, enhance risk mitigation, support evidence-based decision-making, and improve organizational preparedness and response mechanisms.

2. Purpose of the Assignment

The purpose of this assignment is to design, develop, implement, and operationalize a comprehensive security platform capable of collecting, analyzing, visualizing, and disseminating security-related information from multiple sources in real time.

The platform shall support strategic, operational, and tactical security management through integrated intelligence analysis and predictive threat monitoring.

3. Objectives

The specific objectives of the assignment are to:

1. Establish an integrated security intelligence ecosystem for monitoring and analysis.
2. Provide real-time situational awareness across operational areas.
3. Enhance early warning and threat detection capabilities.
4. Support evidence-based security risk management and operational decision-making.
5. Improve incident tracking, trend analysis, and crisis response coordination.
6. Strengthen organizational resilience and business continuity.
7. Enable predictive analytics for emerging and evolving threats.

4. Scope of Work

The consultant/vendor/service provider shall undertake, but not be limited to, the following tasks:

4.1 Needs Assessment and Gap Analysis

- Conduct a comprehensive assessment of current security intelligence systems and processes.
- Identify operational vulnerabilities, safety and security gaps, and system limitations.
- Review existing security policies, protocols, and reporting mechanisms.
- Engage key stakeholders to determine operational requirements and expectations.

4.2 Platform Design and Architecture

- Design a scalable and secure intelligence platform architecture.
- Develop centralized dashboards for real-time monitoring and visualization.
- Ensure interoperability with existing organizational systems and databases.
- Incorporate cloud-based and/or hybrid infrastructure solutions where appropriate.

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REFUGEE COUNCIL

4.3 Data Collection and Integration

The platform shall integrate data from multiple sources, including:

- Open-source intelligence (OSINT)
- Social media monitoring
- Geospatial and satellite data
- Incident and field reports
- Government and law enforcement advisories
- Cybersecurity threat feeds
- Weather and environmental alerts

4.4 Threat Monitoring and Analysis

- Establish continuous monitoring mechanisms for:
  - Insecurity
  - Supply chain disruptions
  - Environmental and climate-related threats
- Develop:
  - Threat assessment models
  - Risk rating methodologies
  - Early warning indicators
  - Predictive analytics tools
  - Trend and pattern analysis systems

4.5 Safety and Security Reporting and Dissemination

The platform shall generate:

- Daily security updates
- Incident alerts and flash reports
- Weekly and monthly safety and security summaries
- Strategic threat assessments
- Country and regional security outlooks
- Crisis escalation alerts

The system should support:

- Automated alerts and notifications
- Role-based information dissemination
- Mobile and desktop accessibility

4.6 GIS and Geospatial Intelligence

- Integrate Geographic Information System (GIS) mapping capabilities.
- Enable geospatial visualization of incidents and threat trends.
- Support route analysis, hotspot mapping, and movement tracking.
- Develop interactive operational maps and dashboards.

4.7 Security and Data Protection

- Ensure compliance with international data protection and cybersecurity standards.
- Establish access controls and user authentication mechanisms.
- Implement data encryption and secure storage protocols.
- Develop business continuity and disaster recovery measures.

4.8 Training and Capacity Building

- Train organizational personnel on platform use and safety and security analysis methodologies.
- Develop user manuals and standard operating procedures (SOPs).
- Conduct simulation exercises and scenario-based trainings.
- Provide ongoing technical support and mentoring.

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5. Deliverables

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The consultant/vendor shall provide the following deliverables:

1. Inception Report and Work Plan
2. Needs Assessment and Gap Analysis Report
3. System Design and Technical Architecture Documentation
4. Functional Security Platform
5. Integrated Threat Monitoring Dashboard
6. GIS and Mapping Capability
7. Standard Operating Procedures (SOPs)
8. User Manuals and Training Materials
9. Staff Training Completion Report
10. Pilot Testing and Validation Report
11. Final Implementation and Handover Report

6. Methodology

The consultant/vendor is expected to apply a methodology that includes:

- Stakeholder consultations
- Systems analysis
- Threat and risk assessments
- Agile or phased system development
- User-centered design approaches
- Pilot testing and iterative improvements
- Continuous monitoring and evaluation

7. Duration of Assignment

The assignment is expected to be implemented over a period of 2 months from the date of contract signing.

Indicative timeline:

- Phase 1: Assessment and Planning
- Phase 2: System Design and Development
- Phase 3: Testing and Pilot Deployment
- Phase 4: Training and Operationalization
- Phase 5: Final Handover and Support

8. Reporting and Supervision

The consultant/vendor shall report directly to the:

- Health and Security Manager
- Country Director
- Designated Tender Committee

Regular progress reports shall be submitted on a bi-weekly or monthly basis.

9. Required Qualifications and Experience

The consultant/vendor should demonstrate:

Organizational Experience

- Proven experience in security and analysis systems development.
- Demonstrated expertise in integrated risk management and crisis response systems.

Technical Expertise

- Security analysis and threat assessment
- GIS and geospatial technologies
- Cybersecurity and information assurance
- Data analytics and predictive modeling

- Dashboard and platform development
- Security operations center (SOC) management

10. Evaluation Criteria

Proposals shall be evaluated based on:

- Certified copy of certificate of registration/incorporation
- Certified copy of valid tax compliance certificate.
- Technical approach and methodology
- Relevant organizational experience
- Qualifications of proposed personnel
- Understanding of operational context
- Financial proposal and cost-effectiveness
- Innovation and technological capability
- Implementation timeline

11. Ethical considerations and data protection

The consultant must adhere to NRC's code of conduct, data protection policy, and ethical guidelines. All tools, dashboards, and data outputs developed under this consultancy will be the property of NRC and must not be shared externally without prior approval.

12. Application process

Interested and qualified consultants or firms should submit the following documents to ng.tenders2@nrc.no by **2nd July 2026 @ 12p.m Nigeria Time**