

Together for Wellbeing 2030 Initiative

Business Model- Phase 2

Terms of Reference

1 Background information

Background on the organization

The Norwegian Refugee Council (NRC) is an international non-governmental, humanitarian organisation with 75 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 offers assistance within the shelter, education, emergency, food security, legal assistance, and water, sanitation and hygiene sectors - referred to in NRC as "core competencies".

Description of the Together for Wellbeing 2030 Initiative

Psychosocial Support (PSS) is a cornerstone of NRC's Global Education Strategy (2022 – 2027), reflecting the organization's commitment to addressing the holistic needs of displacement-affected children and youth. These children and youth face significant barriers to reaching their full potential, often stemming from the psychological and emotional impacts of displacement and trauma. Globally, one in five people in conflict-affected areas suffers from a mental health condition (depression, anxiety, PTSD, etc.).¹

Recognizing this urgent need, NRC firstly launched the [Right to Wellbeing 2025 \(RtW25\)](#) initiative in 2022, aiming to improve wellbeing and learning outcomes for half a million children and youth globally. A key focus has been to embed NRC's flagship classroom-based PSS approach—the Better Learning Programme (BLP)—into its Education Core Competency. By the end of 2024, six regions and 34 country offices received direct capacity building and technical support.

Building on over a decade of experience with the BLP—developed in collaboration with the Arctic University of Norway (UiT)—NRC is preparing to launch the [Together for Wellbeing 2030 \(TfW30\)](#) initiative in January 2026. This next-phase initiative responds to the growing global demand for sustainable, evidence-based PSS in education by deepening partnerships with national and international actors. TfW30 aims to embed contextualized, scalable PSS approaches into education systems, ensuring long-term impact for children and youth affected by displacement.

At the heart of TfW30 is the White Label Approach (WLA), enabling partners to integrate the core methodology of BLP into their own brands and education programmes. This allows:

- *Tailored ownership* of content adapted to local culture and systems
- *Sustainable delivery* by national actors
- *Quality assurance* through NRC's technical oversight

¹ who.int/orthoaatlanta.com.

Unlike open-source models, the WLA maintains program integrity through structured collaboration, licensing, and technical engagement.

In 2025, NRC is piloting the WLA with eight selected partners, testing the model's applicability in diverse contexts. In parallel, NRC has developed a Digital Hub, which houses the full suite of BLP resources, tools, training materials, and guidance. This hub will support knowledge sharing, capacity building, and global coordination as the Tfw30 initiative scales.

PSS in Education in Emergency donor funding snapshot

Education Cannot Wait (ECW) has pledged at least 10% of its significant multi-million-dollar fund to mental health and PSS in education. ECW launched its new [Strategic Plan](#) in September 2022, which articulates the need to advance holistic learning outcomes as a top priority for the Fund. ECW has redoubled its efforts to ensure that crisis-affected children and youth receive a quality education that protects and promotes their mental health and wellbeing. The Fund remains steadfast in its commitment to ensuring that MHPSS funding, as much as possible, goes to local organizations and/or organizations focused on building the capacities of local and national MHPSS organizations².

Another marker of demand is how institutional policies have evolved. The Inter-Agency Network for Education in Emergencies (INEE) and Global Education Cluster include psychosocial well-being as a core domain of quality education in emergencies.

The market is primarily funded by international donors (government aid agencies and a few large foundations). In 2018–2019, the top five donor governments – the United States, United Kingdom, Sweden, Germany, and Canada – provided over 75% of all ODA funding for child MHPSS. The U.S. was the single largest donor, followed by the UK and Sweden. Notably, some mid-size donors have shown strong relative commitment (Canada devoted ~0.9% of its aid to MHPSS, Sweden 0.8%). The European Union, Netherlands, Switzerland, Spain, and others also ramped up funding between 2018 and 2019. On the private side, a few foundations have made outsized contributions: the MacArthur Foundation, LEGO Foundation, Welcome Trust, and others together accounted for 85% of private funding in that period. The MacArthur Foundation's award to Sesame/IRC was particularly notable, intended to span multiple years.³

2. Purpose of the consultancy and intended use

2.1 Overarching purpose

Building on the initial exploration of business model scenarios (Phase 1), this second phase of the consultancy will focus on operationalizing and testing concrete revenue-generating pathways for the Tfw30 initiative.

² [Education Cannot Wait Announces Ambitious New Target for Mental Health and Psychosocial Services | Education Cannot Wait](#)

³ extension://efaidnbmnnnibpcajpcgltclefindmkaj/https://mhpscollaborative.org/wp-content/uploads/2021/10/Follow-the-Money-online-version.pdf#:~:text=Donors%20The%20largest%20donors%20of,was%20from%20these%20top%20five

The consultancy will specifically aim to:

1. Further develop and refine two out of four priority business model streams (specifically the Membership / Fee-based White Label Licensing and the Certification Mark and Training Packages (BLP methodology)).
2. Translate these models into concrete, market-ready service offerings, including:
 - Clear value propositions
 - Cost structures and pricing
 - Delivery modalities
3. Target partner segmentation (local versus international, Ministry versus UN etc.)
4. Develop a structured “menu of services” (service catalogue) to be proposed to partners, including:
 - Modular service offerings
 - Cost-benefit articulation
 - Differentiation by partner type (local NGOs, INGOs, UN agencies, Ministries of Education, etc.)
5. Quality assurance through a MEL perspective
6. Provide financial modelling and costing, to ensure that each proposed package is:
 - Financially viable
 - Scalable
 - Aligned with NRC’s principles on localization

This phase is expected to move from strategic exploration → concrete, testable business offers.

2.2 How will the consultancy be used?

The business model revenue-generating pathways will be used by NRC’s Global BLP team, senior leadership, and global/regional technical advisers to:

- Secure sustainable and diversified funding beyond our traditional institutional donor base to maintain scale, quality, research, and technical development.
- Engage partners (e.g., UN agencies, ministries of education, INGOs, local partners, private sector) in a structured collaboration around BLP.
- Institutionalise BLP as a recognised and scalable global public good within education in emergencies and crisis settings.

3. Scope and lines of inquiry

3.1 Development of Business Model Streams (Deep Dive)

The consultant will further develop the following two priority revenue streams:

- **Business Model 1- Membership / White Label Licensing Model**
What are feasible fee structures (annual, tiered, per-country, per-programme)?
What services are included (e.g. access to Digital Hub, QA, training)?

How to ensure accessibility for local actors while maintaining sustainability?

- **Business Model 2- Certification Mark & Training Packages**

How can BLP certification be structured as a recognised quality standard?

What training packages can be monetised (ToT, refresher, supervision)?

What are acceptable pricing benchmarks across different partner types?

3.2 Development of Partner-Facing Service Menu

The consultant will design a comprehensive Service Catalogue / Menu of Offers, including:

For each package:

- Description of the service
- Target partner segment:
 - National NGOs
 - INGOs
 - UN agencies
 - Ministries of Education
- Delivery modality
- Cost structure (internal cost)
- Proposed pricing
- Expected benefits / ROI for partners
- Level of NRC engagement (light-touch → intensive support)

The menu should include tiered packages, for example:

- Entry-level (low-cost / high-access for local actors)
- Mid-level (structured partnership)
- Premium (full technical support + certification)

3.3 Costing and Financial Modelling

- What are the true delivery costs of each service/package?
- What pricing models ensure:
 - Cost recovery (minimum)
 - Partial margin (where appropriate)

Cross-subsidisation (for localisation)

- How can pricing vary depending on:
 - Partner type
 - Geography
 - Scale

4. Methodology

The consultancy will adopt a highly practical, iterative, and partner-oriented approach, moving beyond analysis to the co-creation and testing of concrete business offers for the Together for Wellbeing 2030 (TfW30) initiative.

The methodology will combine targeted desk review, partner engagement, service design, and financial modelling, with a strong focus on usability and real-world applicability.

1. Rapid Desk Review and Consolidation

Review outputs from Phase 1 and existing NRC documentation (BLP, WLA, TfW30, Digital Hub).

- Consolidate existing insights on:
 - Market demand
 - Stakeholder mapping
 - Initial business model scenarios
- Identify key assumptions requiring validation in Phase 2. This step should remain light and focused, avoiding duplication of previous analysis.

2. Targeted Stakeholder Consultations (Validation-Oriented)

- Conduct **focused consultations** with a selected group of representative stakeholders, including:

NRC key support experts:

- Global BLP Unit (GBU)
- Legal Advisors
- Finance Advisors

External

- Arctic University of Norway (UiT)
- National NGO (one or two national NGOs to be identified)
- UN agency (UNICEF)
- Ministry of Education (one to be identified)
- Explore:
 - Willingness to pay / co-invest
 - Preferred modalities of engagement
 - Perceived value of BLP / WLA services
 - Constraints (financial, institutional, operational)

The objective is to **test concrete assumptions**, not to conduct broad exploratory research.

3. Development of Business Model Streams

Building on Phase 1, the consultant will further develop and refine the following **two revenue streams**:

1. Membership / Fee-based White Label Licensing
2. Certification Mark and Training Packages (BLP methodology)

For each stream, the consultant will:

- Clarify the value proposition
- Define service components and delivery modalities
- Identify target partner segments
- Assess feasibility and risks

4. Co-Design of Service Packages (“Menu of Offers”)

The consultant will translate the business model streams into a structured Service Catalogue, including:

Development of tiered service packages, adapted to:

- National partners (low-cost / high-access)
- INGOs
- UN agencies
- Ministries of Education

For each package:

- Description of services included
- Level of NRC engagement (light → intensive)
- Delivery modality (remote, in-person, blended)
- Expected benefits and added value for partners

This step should ensure that outputs are immediately usable for partner engagement and fundraising discussions.

5. Costing and Financial Modelling

Analyze the true cost structure of delivering each service/package, including:

- Training
- Technical support
- Quality assurance
- Platform access (Digital Hub)

Develop pricing scenarios, considering:

- Partner type and ability to pay
- Geographic context

- Scale of engagement

Explore options for:

- Cost-recovery models
- Cross-subsidisation (to support localisation)
- Hybrid funding approaches (grants + fees)

This is a core component of the consultancy and should be sufficiently detailed to support decision-making.

6. Iterative Validation and Refinement

Present draft service packages and pricing models to selected stakeholders (light-touch validation).

Facilitate one hybrid validation workshop with NRC and key partners.

Refine:

- Service offers
- Pricing structures
- Positioning and messaging

The approach should remain adaptive and iterative, ensuring alignment with partner realities.

7. Finalisation and Strategic Recommendations

Consolidate findings into:

- A practical Service Catalogue (menu of offers)
- A financial model
- A strategic business model recommendation

Provide clear guidance on:

- Priority models to implement
- Sequencing (what to pilot first)
- Risks and mitigation measures

5. Management of the consultancy

The person responsible for ensuring that this consultancy takes place is the Head of the PSS unit.

A Reference Group is established by NRC, consisting of programme, external relations and partnership staff.

The Steering Committee will oversee administration and overall coordination, including monitoring progress. The main functions will be:

- Establish the Terms of Reference of the consultancy
- Select consultant(s)
- Review and comment on the inception report and approve the proposed approach and methodology
- Review and comment on the draft report
- Establish a dissemination and management plan.

6. Timeframe and deliverables

The consultancy is expected to start on 8 June and end 31 August 2026. The consultancy will be home-based. Approximately **25 days to 30 days** are expected for this consultancy.

Deliverables	Deadline
Inception report	
Business Model Deep-Dive Note	
Service Catalogue / Menu of Offers (KEY DELIVERABLE)	
Financial Model (Excel or equivalent)	
Final Report (25–30 pages)	
Presentation to NRC and key stakeholders	

7. Consultancy team

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

7. Expert(s), with a minimum of eight years of experience in business model development, preferably within the humanitarian or development sector.
8. At least seven years of professional experience in market analysis, innovation, or enterprise development in humanitarian, development, or social impact contexts.
9. Extensive experience in designing and/or testing sustainable funding and revenue models for non-profit or hybrid (social enterprise) initiatives.
10. Strong understanding of psychosocial support programming and education in emergencies, including integrated models such as the Better Learning Programme (BLP) or similar.
11. Proven experience conducting stakeholder analysis and user testing, ideally for service delivery models or platforms in complex, multi-actor environments.
12. Demonstrated ability to translate technical and financial findings into strategic recommendations, including clear value propositions and pathways to scale.
13. High proficiency in English, including strong analytical and report writing skills, with the ability to present complex information clearly and concisely to diverse audiences.

Experience working with or for NGOs, UN agencies, government education systems, or consortia is considered a strong asset.

8. Application process and requirements

Application Deadline: 15 May 2026 12 pm GMT+1 **Interview dates:** Week of 18 May 2026

We strongly encourage bids from consultants to include the following:

- A proposal outlining the consultancy framework and methods, relevant expertise (including comments on the ToR), and a proposed timeframe and work plan. (*Bids exceeding 5 pages will be automatically excluded.*)
- A detailed consultancy budget, clearly breaking down costs and fees.
- CVs of all proposed team members.

Submit completed bids to: barbara.bergamini@nrc.no



NORWEGIAN
REFUGEE COUNCIL

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