

## **Terms of Reference (ToR): Consultancy on Private fundraising in Central and West Africa**

### **1. Consultancy assignment background**

The Norwegian Refugee Council (NRC) is an independent, international humanitarian organisation providing protection and assistance to displaced and crisis-affected populations in over 35 countries. NRC supports displaced and conflict-affected populations through protection, education, WASH, and shelter programming, with growing partnership and localisation approaches and various modalities.

In response to a changing donor landscape and increasing humanitarian needs, NRC aims to grow its fundraising from private foundations, corporates and philanthropists in Central and West Africa. As traditional funding sources become more constrained, NRC has an ambition to diversify its funding base and secure more flexible, less earmarked resources to better respond to fluid and complex displacement contexts.

To this end, NRC is seeking a senior consultant to conduct a mapping and opportunity assessment to identify private fundraising opportunities and assess which actors would be receptive to engagement with NRC. More specifically, the consultancy will support the strengthening of NRC's private fundraising strategy by identifying potential private donors (foundations, corporates and philanthropic actors) operating in Central and West Africa (CWA)—across the eight countries where NRC is present: Burkina Faso, Cameroon, Central African Republic, Chad, DR Congo, Mali, Niger and Nigeria. The assessment will focus on alignment with NRC's response policy and core sectors of intervention, as well as on identifying the private fundraising opportunities available at the regional level.

By the end of the assignment, NRC will have a prioritised, actionable private fundraising pipeline for Central and West Africa, including a clear segmentation of potential donors, defined entry points, and concrete next steps for engagement, especially for the ones with a presence at the regional level.

### **2. Objectives**

The consultancy will:

1. Map and analyse potential private sector funding opportunities in Central and West African countries covered by NRC (i.e. corporates, foundations, philanthropists, etc.), focusing on partnerships with a minimum potential value of USD 50,000 per year and aligned with NRC's response policy and core sectors. The mapping should include strategic priorities, sectors of interest, funding modalities (e.g. calls for proposals, unsolicited concept notes), key contacts, decision-making level, recommended appropriate level of engagement according to NRC's structure (country, regional, Head Office), and any existing or prior relationship with NRC. NRC will share an initial list of



foundations/corporates as well as background information related to previous engagement with private donors.

2. Develop a short report with recommended key actions for engagement for the regional team of NRC.
3. Translate the mapping into a prioritised and realistic engagement pipeline, distinguishing between short-term opportunities (12–18 months) and medium-term positioning efforts.

### 3. Expected Deliverables

The consultant will deliver the following outputs:

#### A. **Comprehensive private sector donors mapping for Central and West Africa countries (Burkina Faso, Cameroon, Central African Republic, Chad, DR Congo, Mali, Niger and Nigeria).**

For each identified potential donor (corporates, foundations, philanthropists, and other relevant private actors), the mapping will include, where available:

- Donor contact details, including organisation name, headquarters/location, relevant focal points, job titles and contact information.
- Estimated scale of funding provided annually and typical grant/partnership size.
- Geographic and thematic priorities, including examples of previous humanitarian, development or social impact partnerships.
- Type of funding modalities used (e.g. project-based, multi-year, core, flexible or less earmarked funding where identifiable) and decision-making processes
- An evidence-based assessment of strategic fit with NRC, including alignment with NRC's mandate, programmatic priorities and operational presence.
- An initial assessment of partnership potential (high/medium/low), including opportunities and risks.

The mapping will be delivered in an editable Excel database, complemented by a short analytical note summarising key patterns and observations/recommendations.

#### B. **Development of a prioritised and operational engagement plan (regional overview with country-level annexes).**

The consultant will produce a structured mapping and engagement plan that includes:

- Clear prioritisation of potential partners based on strategic fit, funding potential and likelihood of engagement.
- Recommended entry points and key contacts for engagement
- Suggested engagement modalities (e.g. introductory meetings, events, embassy-supported convenings, bilateral outreach).
- Indicative engagement timeline and sequencing.
- Identification of partners with potential for longer-term, multi-year and/or flexible funding arrangements.
- Validation of prioritisation criteria and final shortlist in consultation with NRC Regional Team prior to outreach.

### **C. Final synthesis report and roadmap.**

The consultant will submit a concise summary report (maximum 20 pages excluding annexes) that:

- Synthesises key findings across all focus geographies.
- Highlights emerging trends, opportunities and constraints in private fundraising
- Provides actionable recommendations and a practical roadmap for NRC's private fundraising efforts through the remainder of 2026.

### **4. Scope of work**

- **Duration:** 2 months (March. 2026–May 2026), maximum 35 working days.
- **Location:** Home-based. Given the breadth of the region, the consultant is expected to prioritise depth over exhaustive coverage, focusing on the most promising countries and donor segments, in agreement with NRC.
- **Engagement:** Remote consultations with Regional Team, Country Office teams and relevant global colleagues.
- **Deliverables:**
  - Mapping of private sector donors for CWA
  - Engagement plan with private sector donors for CWA
  - Final report including action plan 2026

### **5. NRC responsibilities**

NRC (Regional Team and Country Office) will:

- Provide all background documentation, existing mapping, and information on previous engagement with private foundation, corporates and philanthropists in targeted geographies.
- Facilitate access to relevant staff for the consultant to arrange virtual meetings.
- Provide templates, and guidance for formatting.
- Review and validate outputs within agreed timelines.
- Cover consultancy fees.
- Support internal coordination
- Be available for meetings and provide appropriate guidance to the consultant

NRC holds all intellectual property rights to materials produced under this consultancy. All deliverables become NRC property in editable formats.

### **6. Duties of the Consultant**

The Consultant will:

- Deliver all outputs to a high professional standard, in UK English
- Manage their own IT equipment, software, connectivity, and insurance.
- Conduct all internal meetings and consultations remotely.
- Submit all draft versions and final versions.
- Ensure compliant handling of personal data related to private donors and contacts, in line with NRC's data protection and ethical standards, including consent for storing contact details in NRC systems.

Required formats:

- Text in MS Word
- Tools/templates in MS Excel or Word
- Presentations in PowerPoint
- Graphics delivered in editable formats (PPT, SVG or similar)

## **7. Implementation schedule and estimated inputs**

The consultancy runs from March 2026 to May 2026, totalling 35 estimated working days

- **Week 1: Foundations, Review and Structuring**
  - Initial meeting with NRC regional team and global partnership teams
  - Review all existing materials
  - Conduct consultations with Partnership Section, Regional Team and Country Teams.
  - Confirm the final structure and component of the Final Report and other deliverables
- **End of Week 4:**
  - Interim validation checkpoint with NRC Regional Team and Global Partnerships
- **Week 2-6: Development of deliverables**
  - Conduct a desk review of potential suitable private partners
  - Develop engagement plan for each country
- **Week 7-8: Finalisation and Submission**
  - Submit all final deliverables
  - Address final review comments from RT and HO partnership teams

## **8. Consultant(s) Profile**

- Demonstrated experience in private fundraising, including foundations, corporates and philanthropic actors



- Proven experience in partnership development for international NGOs or similar organisations
- Strong understanding of humanitarian and displacement contexts, preferably in Africa
- Ability to translate research and mapping into actionable fundraising pipelines

## 9. Management and Oversight

The consultant will report to Regional Head of Programme.

## 10. Budget

The consultant will propose a daily rate and total cost based on the scope above. NRC will cover costs for agreed deliverables only. Any travel or engagement-related costs will require prior approval by NRC.

## 11. Selection Criteria

Evaluation Criteria	Points
Administrative Evaluation	<ul style="list-style-type: none"><li>- <b>Technical Offer</b></li><li>- <b>Financial Offer</b></li><li>- <b>Documentation of the consultant's business registration.</b></li></ul>
Proposal/Bid Quality (Demonstrated understanding of the scope of the ToR, via a clear proposed methodology for conducting evaluation)	25 %
Capacity (Demonstrated reliability in delivery of quality services, as illustrated by relevant previous experience and quality of writing samples)–	25 %
Relevance (Academic qualifications, relevant evaluation experience, relevant experience in Central and West Africa )–	25 %
Financial Offer	25 %