

Together for Wellbeing 2030 Initiative-Business Model

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:

¹ who.int/orthoaatlanta.com.

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

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, Wellcome Trust, and others together accounted for 85% of private funding in that period. The MacArthur

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

Foundation's award to Sesame/IRC was particularly notable, intended to span multiple years.³

2. Purpose of the consultancy and intended use

Overarching purpose

The overall purpose of this consultancy is to **develop a viable and sustainable business model** to support the implementation and expansion of the Together for Wellbeing 2030 (TfW30) initiative.

The consultant will:

- Define financial, operational, and partnership structures for the TfW30 initiative.
- Assess and propose viable revenue streams (e.g., donor grants, service-based models, cost-sharing partnerships).
- Propose implementation and governance mechanisms for sustainable growth, oversight, and quality assurance.
- Ensure the business model supports NRC's humanitarian mandate, including equity, localisation, and ethical engagement with public and private partners.

To inform strategic decision-making, the consultant is invited to explore and assess a range of potential business model scenarios for the BLP White Label Approach. This may include—but is not limited to—the following illustrative options:

1. Status Quo with Structured Expansion

NRC retains full ownership and operational control of BLP and the WLA model. External partners access the methodology through structured licensing agreements, MOUs, or collaboration frameworks that allow adaptation while preserving core standards and NRC's technical oversight.

2. Shared Ownership / Consortium Model

NRC enters a formal consortium or co-governance arrangement with selected INGOs, national actors, or academic institutions. Decision-making, implementation support, and quality assurance responsibilities are distributed among partners, while NRC maintains a technical leadership role.

3. Spin-Off Entity Model

The BLP WLA is transitioned into an independent legal entity (non-profit, social enterprise, or hybrid structure) that manages implementation, licensing, and

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

technical services. NRC may retain partial ownership or a founding advisory role, allowing for sustainable operations and expanded reach beyond NRC's core footprint.

4. Digital Public Good or Open Access Model

Selected components of the WLA (e.g., training materials, tools, curriculum frameworks) are made openly available under a Creative Commons or Digital Public Good license. This allows broad-based adaptation and local innovation, with NRC offering optional quality assurance and capacity support services.

5. Integration or Acquisition by a Global Platform

The WLA model is transferred or integrated into an existing global education, PSS, or humanitarian platform (e.g., a UN agency or thematic initiative) that can ensure its continued implementation at scale. NRC's role would shift to technical advisory and oversight, ensuring alignment with humanitarian principles and program quality.

6. Any other suggested model

2.2 How will the consultancy be used?

The business model 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

Scope

The consultancy will develop a viable, sustainable, and scalable business model for the Together for Wellbeing 2030 (TfW30) initiative, ensuring long-term financial viability, strategic positioning, and practical implementation in line with NRC's values. Emphasis will be placed on real-world engagement and testing with users and partners. While the consultant should briefly validate existing insights (e.g. market and stakeholder analysis), the focus should be on areas requiring deeper exploration—particularly funding, revenue generation, and financial sustainability.

Lines of inquiry

1. Market and Demand Analysis (*light-touch validation; build on existing insights*)

1. Who are the potential users and buyers of TfW30 services (e.g. governments, INGOs/NGOs, donors, schools)?
2. What is the current demand for psychosocial support and education programs like the Better Learning Programme (BLP)?
3. What gaps exist in the current landscape that TfW30 can fill?
4. How can TfW30 differentiate itself and demonstrate added value?

Note: Substantial market research already exists; the consultant should briefly review and synthesize this material to inform subsequent business model development.

2. Stakeholder Mapping and Engagement (*light-touch validation; build on existing insights*)

5. Who are the key partners and stakeholders critical to scaling TfW30 (e.g. government ministries, humanitarian and development actors, networks, private sector)?
6. What are their capacities, needs, and willingness to collaborate or co-invest?
7. How can NRC strategically position TfW30 within existing partner frameworks and global agendas?
8. What are the incentives and barriers for various actors to adopt or invest in TfW30?

Note: A preliminary stakeholder analysis has been completed; consultant input should focus on confirming alignment with business model pathways.

3. Funding and Revenue Models

9. What viable funding sources exist for scaling TfW30 (e.g. donor grants, private sector, government contracts, cost-sharing agreements, service fees, social enterprise models)?
10. What potential revenue-generating models can support the initiative while maintaining accessibility and equity?
11. How can NRC diversify and sustain funding beyond traditional donor mechanisms?
12. How do different buyer/user segments operate in practice (e.g. procurement rules, funding restrictions), and how do these affect the viability of various business models?

Recommendation: This area should be a key focus. The consultant is expected to engage directly with representative customers and stakeholders to test business model assumptions and feasibility in practice—beyond desk-based analysis.

4. Cost Structure and Financial Sustainability

13. What are the primary cost drivers for delivering, managing, and scaling TfW30?
14. How can costs be optimised while maintaining quality, inclusion, and impact?
15. What financial mechanisms or efficiencies can support long-term sustainability?
16. How can NRC ensure the model remains adaptable to different contexts and scales?

5. Operational and Implementation Considerations

17. What organizational capacities and structures are needed to support the business model?
18. How can monitoring, evaluation, and learning (MEL) be integrated to support adaptive management?
19. What are the risks and mitigation strategies for implementation?

6. Strategic Positioning and Value Proposition

20. What makes TfW30 unique or competitive compared to other PSS and education programs?
21. How to communicate and position TfW30 to partners and donors effectively?

7. Legal and Compliance Issues

22. Are there any regulatory or compliance issues related to revenue generation or partnerships?
23. What contractual models are feasible and recommended for partner agreements?

4. Methodology

The consultancy will apply a mixed-methods approach combining desk research, stakeholder consultations, and financial analysis to ensure a robust and contextually relevant business model. The proposed methodology includes:

1. Desk Review

- Review existing documentation on NRC's Better Learning Programme (BLP), Right to Wellbeing 2025 (RtW25) and Together for Wellbeing 2030 (TfW30) initiatives.
- Analyze internal reports, program evaluations, strategic plans, and funding proposals related to PSS and education programming.
- Conduct a market scan of comparable psychosocial support and education initiatives to identify trends, funding models, and best practices.

2. Stakeholder Mapping and Consultations

- Identify key internal and external stakeholders, including NRC regional and country offices, global education teams, institutional, private and foundational donors, implementing partners (e.g., UNICEF, ministries of education and local partners), and other potential funders.
- Conduct interviews and/or focus groups with stakeholders to gather insights on current challenges, opportunities, expectations, and potential funding mechanisms.

3. Financial Analysis

- Analyze the cost structures of current BLP and related PSS programming.

- Identify potential revenue streams and model different funding scenarios (e.g., grants, contracts, cost-sharing, service fees).
- Assess the financial sustainability and scalability of proposed business model options.

4. Validation Workshops

- Facilitate one or more virtual workshops with key stakeholders to present preliminary findings, discuss potential models, and gather feedback.
- Incorporate stakeholder input to refine and finalize the business model.

5. Reporting and Recommendations

- Prepare a detailed business model document including strategic positioning, funding strategies, operational considerations, and implementation roadmap.
- Provide clear, actionable recommendations and highlight risks with suggested mitigation strategies

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 15 September and end by 17 October 2025. The consultancy will be home-based. Approximately 25 days are expected for this consultancy.

Deliverables	Deadline
Inception report	18 September
Data collection	25 September

Final report, maximum 25-30 pages.	3 October
Presentation for internal and external stakeholders	13 October
External briefing note to share with donors	16 October

7. Consultancy team

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

24. Expert(s), with a minimum of eight years of experience in business model development, preferably within the humanitarian or development sector.
25. At least seven years of professional experience in market analysis, innovation, or enterprise development in humanitarian, development, or social impact contexts.
26. Extensive experience in designing and/or testing sustainable funding and revenue models for non-profit or hybrid (social enterprise) initiatives.
27. Strong understanding of psychosocial support programming and education in emergencies, including integrated models such as the Better Learning Programme (BLP) or similar.
28. Proven experience conducting stakeholder analysis and user testing, ideally for service delivery models or platforms in complex, multi-actor environments.
29. Demonstrated ability to translate technical and financial findings into strategic recommendations, including clear value propositions and pathways to scale.
30. 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: 5 September 2025, 12 pm GMT+1.

Interview dates: Week of 8 September 2025

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



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REFUGEE COUNCIL

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