NORWEGIAN REFUGEE COUNCIL

KOBLI Legal Aid Platform Resource Mobilisation and Partnership Development Consultancy

Terms of Reference

1 Background Information

The Norwegian Refugee Council (NRC) is an independent humanitarian organisation helping people forced to flee. Through its programmes, NRC addresses immediate humanitarian needs, prevents further displacement, and supports durable solutions. One of NRC's key programmes is Information, Counselling and Legal Assistance (ICLA), which enables people affected by displacement to claim and exercise their rights through information provision, legal counselling, individual case assistance, collaborative dispute resolution, capacity building, and advocacy.

Traditional legal aid services in humanitarian contexts have largely depended on in-person delivery. These approaches are resource-intensive and often limited by geographic, security, or time constraints, while the legal needs of displacement-affected populations continue to grow. In response, NRC developed KOBLI, a digital legal aid platform designed to expand access to legal information and assistance and improve the delivery and management of legal aid services.

KOBLI includes three core components:

- **Information Module:** Enables organisations to publish and manage contextualised legal information through websites and other digital channels, supporting access to reliable information and self-help resources.
- **Legal Case Management:** Supports caseworkers throughout the case lifecycle, from intake and registration to follow-up and closure, including structured documentation, secure data handling, and reporting.
- **User Portal:** Provides a secure interface through which individuals can store legal documents, communicate with caseworkers, and access relevant information and services.

Since its initial launch in 2022, KOBLI has expanded across NRC country programmes. The platform combines technology with implementation support, including workflow development, configuration, training, and ongoing assistance.

NRC has recently completed business-model development for KOBLI to strengthen its long-term sustainability and enable wider access to the platform beyond NRC. The model identifies opportunities to diversify funding through grants and philanthropic support, alongside subscriptions and related services for organisations with the capacity to pay. Paid access and services are intended to contribute to platform sustainability and cross-subsidise access for resource-constrained local legal aid actors.

Potential organisational clients include international NGOs and humanitarian organisations, as well as national NGOs in better-resourced countries, particularly those providing legal aid or supporting refugees.

The next step is to translate these opportunities into practical funding propositions, application materials, and engagements with prospective funders and organisational clients.

2 Purpose of the Consultancy

This consultancy will support NRC in operationalising two distinct sustainability pathways identified through KOBLI's business-model development:

- **Grant and philanthropic funding:** Securing grants, donations, and other philanthropic support for KOBLI's development, scaling, and social-impact objectives.
- **Subscription and paid-service revenue:** Generating income by offering KOBLI's modules and related implementation and support services to organisations with the capacity to pay.

For the grant and philanthropic funding pathway, the consultant will identify and prioritise thematic entry points and suitable funders and develop tailored funding packages and proposals. For the subscription and paid-service pathway, the consultant will conduct a targeted market assessment, identify potential paying organisations, assess demand and willingness to pay, and initiate selected engagements.

The consultancy will build on KOBLI's existing business model, theory of change, evidence, and funding materials. Its focus is on developing actionable funding opportunities, application materials, and a pipeline of prospective paying organisations and partners.

3 Scope and Expected Outcome

3.1 Identification of Funding and Partnership Entry Points and Opportunities

The consultant will review KOBLI's capabilities, operational experience, business model, existing evidence, and strategic priorities to identify compelling thematic entry points for funding and partnership development. The consultant will connect these entry points with suitable grants, foundations, institutional donors, philanthropic prospects, and potential organisational partners, including international NGOs, humanitarian organisations, and national NGOs in better-resourced countries.

Below, please find example thematic entry points:

- Localisation: Strengthening local legal aid actors through access to digital tools and implementation support.

- AI and equitable access to information: Improving the accessibility and discoverability of reliable legal information through AI-enabled services.
- Misinformation: Increasing access to trusted legal information and reducing the risks associated with inaccurate or misleading information.

The expected outcome is a prioritised funding and partnership pipeline that connects thematic propositions with specific funders and prospective partners, appropriate forms of engagement, and practical next steps.

3.2 Market Assessment and Initial Partnership Engagement

The consultant will conduct a targeted market assessment to identify potential subscribers to KOBLI platform (i.e. paying parters) and assess opportunities for adopting KOBLI's modules and related services.

The assessment will focus on:

- International NGOs and humanitarian organisations.
- National NGOs in better-resourced countries, particularly organisations providing legal aid or supporting refugees such as legal aid NGOs and organisations assisting asylum seekers in European countries.

The geographic focus and organisational segments will be agreed with NRC during inception.

The consultant will:

- Identify and prioritise prospective organisations based on their activities, operational needs, and potential fit with KOBLI.
- Examine existing tools and alternatives and identify unmet needs that KOBLI could address.
- Conduct exploratory discussions to assess interest, relevant use cases, willingness and capacity to pay, and purchasing processes.
- Identify likely adoption timelines and requirements for configuration, onboarding, training, and ongoing support.
- Assess implications for revenue and cost of service delivery, using technical and financial inputs from NRC.
- Initiate selected engagements and identify opportunities for further discussions, demonstrations, or potential pilots.

The consultant will develop tailored partnership materials explaining KOBLI's offer and value to prospective organisational users. Findings should distinguish initial interest from opportunities supported by an identified need, purchasing capacity, and a credible next step.

3.3 Development of Funding Materials and Applications

The consultant will develop compelling funding materials that communicate KOBLI's value, intended impact, and contribution to donor/funder priorities.

This work should build on existing documentation and include a consistent core narrative that can be adapted for different donor types. Each prioritised funding entry point will require a tailored package, with its components and level of detail agreed during inception.

Depending on the entry point and funding requirements, packages will include:

- A tailored case for support or concept note.
- Refinement of KOBLI's existing theory of change, including the results pathway relevant to the funding proposition.
- A proposed logical framework or results framework, including outcomes, outputs, indicators, assumptions, and means of verification.
- Proposed activities, implementation arrangements, and timeline.
- An indicative budget and budget narrative, developed with NRC.
- Relevant evidence, operational examples from NRC's operations, and supporting information.
- A concise presentation or pitch deck suitable for prospective funders.

The consultant will use these materials to prepare an agreed number of donor-specific concept notes, expressions of interest, or full applications.

Where suitable deadlines fall within the consultancy period, the consultant will support submission through NRC's relevant review and approval processes, including revisions and responses to initial funder questions. For opportunities falling beyond the consultancy period, the consultant will hand over the preparatory materials and a clear schedule of remaining actions.

4 Methodology

The consultant is expected to propose a practical methodology combining document review, targeted research, stakeholder consultation, material development, and external engagement.

The assignment should follow the phases below.

4.1 Inception Phase

The consultant will review existing business-model documentation, theory of change, proposals, budgets, evidence, and communication materials, and consult relevant NRC stakeholders.

An inception report will set out:

- The proposed approach and work plan.
- Initial funding entry points and areas for further exploration.
- Proposed target markets and organisational segments.
- Research, consultation, and engagement methods.
- Identification of funding packages and donor-specific applications.
- Information and inputs required from NRC.
- A delivery schedule and review milestones.

The inception report will be reviewed and agreed with NRC before the main research and development activities proceed.

4.2 Research and Engagement Phase

The consultant will conduct funding research and market analysis.

External engagement will be coordinated with NRC based on existing relationships and new potentials identified by the consultant consistent with NRC's fundraising and partnership approaches.

Findings should inform the prioritisation of opportunities and the development of tailored materials throughout the assignment.

4.3 Material Development and Application Phase

The consultant will develop funding packages, partnership materials, and donor-specific applications in consultation with NRC.

Drafts will be submitted at agreed milestones for consolidated feedback. The consultant will revise the materials and support relevant submissions within the agreed scope and timeline.

4.4 Reporting and Handover

The consultant will present the findings and recommended priorities to NRC and hand over all final materials in editable formats.

The handover will include supporting research, funding and partnership trackers, and engagement records.

5 Timeline

The assignment is expected to take place between **December 1st, 2026 and April 15th, 2027**.

Applicants should propose a schedule showing the allocation of time across the workstreams and deliverables.

Activity	Indicative timing
Call for Proposal Launched	October 26, 2026
Call for proposal Closed	November 17, 2026
Contract signature and consultancy start	December 1, 2026
Document review, initial consultations, and inception report	January 15, 2027
Funding entry-point assessment and opportunity mapping	To be confirmed
Market assessment and engagements	To be confirmed
Development of funding packages and partnership materials	To be confirmed
Donor-specific applications and submission support	To be confirmed

Activity	Indicative timing
Final presentation and handover	April 15, 2027

Activities may overlap to allow suitable funding opportunities to be pursued during the assignment.

6 Management and Budget

This consultancy is being commissioned by the Global ICLA team at NRC Head Office. The consultant will report to Digital ICLA Global Manager, and work closely with relevant ICLA team members and NRC colleagues responsible for fundraising, partnerships, finance, and Monitoring, Evaluation, and Learning teams.

NRC will provide available background documents, existing materials, technical and financial inputs, and access to relevant internal stakeholders. NRC will also facilitate introductions where appropriate and provide consolidated feedback at agreed milestones.

The consultant will be responsible for organising the work, conducting research and agreed engagements, developing the deliverables, and incorporating NRC's feedback.

The maximum budget for the assignment is 45,000 USD (including VAT)[1]. Applicants should provide a detailed financial proposal covering all expected costs.

7 Deliverables

Deliverable	Required content	Minimum
1. Inception report and work plan	Agreed methodology, priorities, target markets, consultation and engagement plan, timeline.	One inception report and work plan.
2. Funding entry-point assessment and opportunity pipeline	Prioritised thematic funding propositions linked to suitable grants, donations, collaborations, and philanthropic prospects, including rationale, evidence needs, verified eligibility, access routes, and recommended actions.	Assessment of at least four thematic entry points.
3. Tailored funding packages	An agreed number of packages containing relevant narratives, refined theory-of-change content, proposed logical frameworks, activities, indicative budgets, and presentation materials.	At least four tailored packages, based on the entry points prioritised during inception.

[1] NRC does not commit to commissioning or paying the full consultancy amount, as continuation beyond each phase, including the inception report and the deliverable under Section 3.1, will depend on NRC's acceptance of the quality of the work and written authorisation to proceed; payment will be limited to work authorised, completed, and accepted by NRC.

Deliverable	Required content	Minimum
4. Donor-specific applications and submission support	An agreed number of tailored concept notes, expressions of interest, or full proposals, with submission support where deadlines fall within the assignment.	At least two donor-specific submissions or submission-ready application packages.
5. Market assessment and partnership development materials	Findings from research and exploratory engagements, a prioritised organisational prospect pipeline, and tailored materials for potential paying users.	Assessment of at least two geographic or organisational markets.
6. Final presentation, handover, and action plan	Presentation of findings and priorities; all editable materials and supporting records; and a follow-up plan identifying actions, and responsibilities.	One final presentation, complete handover package, and consolidated action plan.

The figures above represent NRC's indicative minimum expectations for the assignment. Applicants may propose a broader or differently structured scope. The final scope will be agreed upon during the inception period.

8 Qualifications and Experience

The consultant or proposed team should demonstrate:

- Experience identifying funding opportunities and translating organisational priorities into compelling funding propositions.
- Experience developing or refining theories of change, logical frameworks, and results-based proposals.
- Experience conducting market assessments and identifying and developing partnerships with NGOs or humanitarian organisations.
- Ability to communicate a digital platform's capabilities through clear value propositions for funders and prospective organisational clients.
- Experience engaging senior stakeholders and building relationships across the humanitarian, nonprofit, philanthropic, or technology sectors.
- Documented success in developing grant proposals and philanthropic funding approaches, including examples of their role in securing funding.
- Excellent research, interviewing, analytical, writing, and presentation skills.
- Ability to work independently and proactively, manage competing priorities, and deliver high-quality work within agreed deadlines.
- Fluency in written and spoken English.

Experience in digital innovation, legal aid, localisation, refugee services, or technology for social impact would be an advantage. Relevant networks among foundations, philanthropic funders, or prospective organisational clients would also be an asset.

Applicants may apply individually or as a team. Proposals should demonstrate how the required fundraising, proposal-development, and market-assessment expertise will be covered.

9 Application Requirements

Interested consultants or firms must submit the following:

9.1 Technical Statement

The statement should explain:

- The applicant's understanding of the assignment and proposed approach.
- Relevant experience against the qualifications above, supported by concrete examples of comparable work and results.
- How the applicant would identify and prioritise funding and partnership entry points, map suitable opportunities, and develop tailored funding packages.
- How the applicant would approach the market assessment and initial partnership engagements.
- An indicative proposal for the scope of work, including:
    - The anticipated number of funding entry points to be identified and assessed for development of fundraising packages.
    - The anticipated number of donor-specific concept notes, expressions of interest, or full applications that could be prepared.
    - The proposed number of geographic or organisational markets to be assessed and the rationale for their selection.
- The proposed allocation of effort across the workstreams and deliverables, including the estimated number of working days for each.
- Where applicable, the composition of the proposed team and the roles, responsibilities, and level of effort of each team member.

The proposed scope will provide a basis for evaluating the feasibility and value of the offer. The final number and selection of entry points, funding packages, applications, markets, and external engagements will be agreed with NRC during the inception phase, taking into account the initial findings, the quality and relevance of available opportunities, and the agreed budget and timeline.

9.2 CVs

CVs of the proposed consultant or team members, highlighting relevant fundraising, proposal-development, market-assessment, and partnership experience.

For team applications, the lead consultant and each member's responsibilities should be clearly identified.

9.3 Financial Proposal

A detailed financial proposal indicating:

- Daily rates and estimated working days.
- Allocation of effort and cost by deliverable.
- Any additional costs and applicable taxes.
- Total proposed price.

9.4 Availability and Indicative Schedule

The proposed start date, availability during the consultancy period, and an indicative schedule for completing the deliverables.

9.5 References

At least two client references from recent, comparable assignments, including the contact's name, organisation, email address, and a brief description of the work undertaken.

9.6 Legal and Administrative Information

Company registration details or consultant tax identification, as applicable.

10 Application Process and Deadlines

Application deadline: November 17, 2026

Submission address: nrc.digitalicla@nrc.no

Subject line: KOBLI Resource Mobilisation and Partnership Development Consultancy

Requests for clarification: nrc.digitalicla@nrc.no

Indicative interview dates: Nov 17th - Dec 1st, 2026

Expected start date: December 1st, 2026

Questions may be submitted to nrc.digitalicla@nrc.no. Any question received from interested applicants, together with NRC's responses, will be published for public access on the KOBLI website under the Procurement section. https://kobli.no/en/page/procurement



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Norwegian Refugee Council
Postboks 148 Sentrum
0102 Oslo, Norway