

Together for Wellbeing 2030 Initiative

Certification and Training Packages for PSS Lead Trainers

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 helping to create a safer and more dignified life for refugees and internally displaced people. NRC offers assistance within shelter, education, emergency, food security, legal assistance, and water, sanitation and hygiene - referred to in NRC as "core competencies".

Background on the Together for Wellbeing 2030 Initiative

Psychosocial Support (PSS) is a cornerstone of NRC's Global Education Strategy (2022-2027). Building on over a decade of experience with the Better Learning Programme (BLP) - developed in collaboration with the Arctic University of Norway (UiT) - NRC is rolling out the Together for Wellbeing 2030 (TfW30) initiative from January 2026. TfW30 aims to embed contextualised, scalable PSS approaches into education systems through a White Label Approach (WLA), enabling partners to integrate the BLP methodology into their own brands and programmes under NRC's technical oversight.

A central enabler of TfW30 is the BLP Digital Hub, which houses the full suite of BLP resources, tools, training materials, and guidance, and is designed to support knowledge sharing, capacity building, and quality assurance as the initiative scales.

Rationale for this consultancy

As partners take on greater ownership of BLP delivery under the WLA, NRC needs a recognised pool of PSS Lead Trainers within partner organisations who can train, supervise, and quality-assure facilitators locally. This requires a structured certification pathway and accompanying training packages covering PSS Foundation, Peer Support, and Leadership in PSS, designed for integration into the BLP Digital Hub so that they can be accessed, delivered, and tracked consistently across partners and contexts.

2. Purpose of the consultancy and intended use

2.1 Overarching purpose

The consultancy will translate the work and recommendations emerging from the ongoing Business Model Consultancy with Impact Hub Lisbon into a concrete, deployable Certification and Training Package for PSS Lead Trainers, covering three modules: PSS Foundation, Peer

Support, and Leadership in PSS. The resulting package will be prepared for integration into the BLP Digital Hub.

The consultancy will specifically aim to:

1. Build on the business model and sustainability work undertaken by Impact Hub Lisbon, including the proposed target users, value proposition, delivery model, partner roles, and sustainability considerations, and translate these into a practical certification framework for PSS Lead Trainers, including clear competency requirements and definition of the functions that certified Lead Trainers are authorised to perform within the BLP White Label Approach.
2. Develop training curricula and packages for each module, including facilitator guides, participant materials, practical/peer-support exercises, and assessment or competency-check tools.
3. Design a Training of Trainers (ToT) pathway and a refresher/supervision structure to sustain trainer quality over time.
4. Define assessment and certification procedures (entry requirements, assessment methods, pass criteria, re-certification/renewal), clearly distinguishing completion of required learning from demonstrated competence for certification.
5. Structure and format all content for upload and use within the BLP Digital Hub, including a proposed access/permissions logic (e.g. by certification stage or partner tier).
6. Ensure alignment with NRC's principles on localisation, quality assurance, and the existing BLP technical and MEL frameworks.

The consultancy should be understood as the next step in the development process initiated through the Impact Hub Lisbon consultancy. While the ongoing consultancy focuses on defining the broader business and sustainability model for the BLP offer, this consultancy will take the relevant findings and recommendations from that work and translate them into the technical, learning, certification and delivery architecture required to operationalise the offer. The two consultancies should therefore be closely connected, with the outputs of the Impact Hub work serving as an important input to this consultancy.

Ultimately, the consultancy is expected to move from the existing BLP technical content, through the Phase 1/2 business model work, to a concrete, quality-assured and deployable certification and training offer that can be delivered through the BLP Digital Hub and scaled with partners.

2.2 How will the consultancy be used?

The certification framework and training packages will be used by NRC's Global BLP Unit (GBU), regional technical advisers, and WLA partners to:

- Build a sustainable pool of certified PSS Lead Trainers within partner organisations, reducing dependency on direct NRC delivery.
- Strengthen quality assurance and consistency of BLP delivery as the WLA scales across partners and contexts.
- Feed the Certification Mark / Training Packages revenue stream identified under the TfW30 business model (Phase 2), by providing the technical content this stream will be built on.
- Populate the BLP Digital Hub with structured, ready-to-use certification and training content.

3. Scope and lines of inquiry

3.1 Certification framework

The consultant will define, for each of the three modules:

- PSS Foundation - core PSS concepts, BLP's approach to wellbeing and learning, safeguarding and referral basics.
- Peer Support - peer facilitation and support skills, group dynamics, active listening, boundaries, self-care for trainers/facilitators.
- Leadership in PSS - supervision, coaching and mentoring of facilitators, quality assurance, adaptation and troubleshooting in context, stakeholder engagement.

For each module, the consultant will define:

- Target audience and entry requirements (e.g. prior facilitation experience).
- Learning outcomes and competency standards.
- Certification criteria and assessment approach (knowledge check, practical demonstration, observed practice).
- Progression logic between modules (e.g. Foundation as a prerequisite for Leadership).
- Renewal/re-certification requirements.

3.2 Training packages and materials

The consultant will propose, for each module, an appropriate delivery modality (in-person, virtual, blended, or self-paced), building on how BLP training is currently delivered. Regardless of delivery modality, all resulting facilitator guides, participant materials, and assessment tools will be structured and hosted on the BLP Digital Hub, so that the Hub serves as the central repository and access point for partners - it is the materials and certification tracking that go online, not necessarily the training itself.

For each module, the consultant will develop a structured training package, including:

- Facilitator guide (session plans, timing, methodology, materials list).
- Participant materials (handouts, workbook or job aids).
- Practical and peer-support exercises, role plays, and case studies.
- Assessment/competency-check tools aligned with the certification criteria.
- A Training of Trainers (ToT) design, so certified Lead Trainers can themselves train and supervise facilitators.
- A proportionate post-certification support and professional development structure to maintain quality and competence after initial certification, which may include continued practice, coaching/peer support, supervision, refresher learning and, where appropriate, reassessment.

3.3 Integration into the BLP Digital Hub

The consultant will prepare and structure all content for the BLP Digital Hub, including:

- Formatting and packaging of materials for upload (documents, guides, templates).
- A proposed content architecture (how modules, resources, and assessments are organised and sequenced in the Hub).
- A proposed access/permissions logic by certification stage and/or partner tier, in line with the WLA model.

- Recommendations on tracking of certification status and progression within the Hub.

3.4 Alignment and quality assurance

- Consistency with existing BLP technical content, terminology, and programme integrity requirements.
- Alignment with the Certification Mark / Training Packages revenue stream defined in the TfW30 Business Model (Phase 2).
- A MEL perspective to monitor certification uptake, quality, and outcomes over time.

4. Methodology

The consultancy will combine desk review of existing BLP and TfW30 materials, content design, and light-touch validation with NRC technical staff and, where feasible, a small number of pilot partners.

1. Desk review and content mapping

- Review existing BLP technical materials, WLA business model outputs (Phase 1 and 2), and Digital Hub structure.
- Map existing content that can be reused or adapted versus content to be newly developed.

2. Design of the certification framework

- Draft competency standards, learning outcomes, and certification criteria for the three modules.
- Validate the framework with the GBU and relevant technical advisers.

3. Development of training packages

7. Develop facilitator guides, participant materials, exercises, and assessment tools for each module.
8. Design the ToT pathway and refresher/supervision structure.

4. Digital Hub preparation

- Structure and format all materials for Digital Hub integration, in coordination with the team managing the Hub.
- Propose the access/permissions logic and content architecture.

5. Validation and refinement

- Present the draft certification framework and training packages to GBU and a small number of pilot partners for feedback.
- Refine content and structure based on feedback.

6. Finalisation

- Consolidate all materials into a final Certification and Training Package, ready for Digital Hub upload.
- Provide a short handover note on sequencing, roll-out recommendations, and quality assurance follow-up.

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 the Global BLP Unit, and relevant technical and Digital Hub focal points

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

1. Establish the Terms of Reference of the consultancy
2. Select consultant(s)
3. Review and comment on the inception report and approve the proposed approach and methodology.
4. Review and comment on the draft certification framework and training packages.
5. Establish a validation and roll-out plan.

6. Timeframe and deliverables

The consultancy is estimated at approximately 20 to 25 working days, home-based. Exact start and end dates to be confirmed.

Deliverable	Deadline
Inception report, including refined methodology and workplan	9 October 2026
Certification framework and standards for BLP PSS Lead Trainers (Foundation, Peer Support, Leadership in PSS)	16 October 2026
Training packages and curricula (facilitator guides, participant materials, ToT design, assessment tools)	30 October 2026
Digital Hub integration package (content structured and formatted for upload, access/permission logic)	6 November 2026
Draft Certification & Training Package Report, presented for validation	13 November 2026
Final Report and handover materials	20 November 2026
Presentation to NRC and key stakeholders	30 November 2026

7 Consultancy team

This consultancy is primarily a pedagogy and Teacher/Trainer Professional Development (TPD) assignment - building certification and training architecture on top of existing PSS/BLP content - rather than a PSS technical-content assignment.

NRC seeks expressions of interest from individuals or teams with the following skills/qualifications:

- Proven expertise in designing psychosocial support (PSS) training curricula and certification pathways, ideally within humanitarian or education-in-emergencies settings.
- Strong technical knowledge of PSS foundations, peer support approaches, and leadership/supervision models in PSS or related fields.
- Familiarity with the Better Learning Programme (BLP) or comparable classroom-based PSS approaches is a strong asset.
- Demonstrated experience developing Training of Trainers (ToT) packages and competency-based assessment tools.
- Experience preparing training content for digital learning platforms or knowledge hubs, including self-paced/online formatting.
- Ability to work collaboratively with technical teams and partner organisations, including light validation processes.
- High proficiency in English, with strong writing and content design skills.

Experience working with or for NGOs, UN agencies, or national training/certification bodies in the humanitarian or education sector is considered a strong asset.

8. Application process and requirements

Application Deadline: 16 September 2026 12 pm GMT+1 **Interview dates:** Week of 21 September 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.
- 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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