

ENGLISH VERSION

TERMS OF REFERENCE

Consultancy for the operational strengthening of the Regional ENSO Plan 2026–2027 through the articulation between Comprehensive Disaster Risk Management, Anticipatory Action and Adaptive Social Protection

Item	Description
Lead technical entity and main counterpart	Executive Secretariat of CEPREDENAC
Contracting party / administrative management	NORCAP, in accordance with its internal contracting, payment and administrative management procedures
Type of engagement	Technical and operational support consultancy. It does not constitute an international deployment or a NORCAP expert assignment.
Modality	Hybrid. Working in person from CEPREDENAC's offices in Guatemala City is preferred, particularly for missions and validation sessions, but it is not a requirement, and the consultancy does not cover relocation. Remote work is fully acceptable and will be combined with regular technical coordination and a minimum number of in-person missions, in accordance with the approved work plan and with travel and security authorisation.
Estimated duration	Up to approximately four months, with a final completion date no later than 30 November 2026, subject to the approved final schedule.
Working languages	Spanish. Technical reading ability in English will be an asset.
Main framework of work	Regional Action Plan for the ENSO Phenomenon 2026–2027, with emphasis on its Annex 1: ENSO Regional Planning Matrix.

1. BACKGROUND

The Coordination Centre for the Prevention of Disasters in Central America and the Dominican Republic (CEPREDENAC), as a specialised body of the Central American Integration System (SICA), has the mandate to promote regional cooperation and to strengthen national capacities in Comprehensive Disaster Risk Management (DRM), facilitating coordination among national lead agencies, SICA institutions and cooperation partners in order to advance towards a more resilient region.

NORCAP, part of the Norwegian Refugee Council (NRC), is a global provider of technical assistance that works with national authorities, regional bodies and international organisations to strengthen humanitarian, development and peacebuilding efforts. In Latin America and the Caribbean, NORCAP/CashCap has been supporting processes that connect social protection, disaster risk management, anticipatory action and cash assistance, with an emphasis on strengthening national and regional systems and avoiding the creation of parallel structures.

The countries of Central America and the Dominican Republic face an increasingly complex risk landscape, shaped by the effects of climate change, the recurrence of extreme hydrometeorological events and slow-onset hazards that affect the most vulnerable populations in differentiated ways. This context has made clear the need to strengthen the articulation between disaster risk management, social protection, early warning systems and anticipatory action mechanisms, promoting better institutional coordination and more timely decisions in order to reduce the impacts of future emergencies.

Within this framework, CEPREDENAC and the Secretariat for Central American Social Integration (SISCA) have been advancing a joint agenda to strengthen the articulation between DRM and Adaptive Social Protection (ASP), recognising the complementarity between disaster risk

management lead agencies, the institutions responsible for social protection and other sectoral bodies of SICA.

This agenda builds on complementary regional advances and frameworks. On the one hand, the Roadmap for Strengthening the Adaptive Capacity of Social Protection Systems, promoted by CIS/SISCA, guides actions to strengthen the capacity of social protection systems to anticipate, prepare for, respond and adapt to crisis scenarios. On the other hand, the Central American Policy for Comprehensive Disaster Risk Management (PCGIR), the Regional Plan for Comprehensive Disaster Risk Management 2024–2030, the Joint SISCA–CEPREDENAC Declaration (2024) and the Regional Strategy for the Institutionalisation of Anticipatory Action in Central America and the Dominican Republic 2025–2030 provide a political, technical and institutional basis for connecting disaster risk management, anticipatory action, early warning systems, risk financing and adaptive social protection.

Considering the outlook associated with the El Niño-Southern Oscillation (ENSO) phenomenon for the 2026–2027 period, CEPREDENAC is leading a regional process aimed at strengthening coordination, information exchange and country preparedness for its possible impacts. The specialised technical assistance supported by NORCAP will contribute to this process through the development of practical tools that facilitate early decision-making, institutional coordination and the connection between risk information, social protection and response mechanisms.

Against this background, this consultancy seeks to contribute to the implementation of the **Regional ENSO Plan 2026–2027**, taking as its starting point the Plan's lines of action and, in particular, the Regional Planning Matrix contained in Annex 1. The articulation between DRM, Anticipatory Action and ASP is understood here as a means to strengthen the operationalisation of the ENSO Plan, to improve inter-institutional coordination and to facilitate the connection between risk information, decision-making mechanisms, operational preparedness and assistance to vulnerable populations.

2. RATIONALE

The progress made by CEPREDENAC and its regional partners in promoting the articulation between Comprehensive Disaster Risk Management (DRM), Adaptive Social Protection (ASP) and Anticipatory Action (AA) provides an important basis for strengthening preparedness and response to increasingly complex risk scenarios. Nevertheless, there remains a need to consolidate practical mechanisms that link these approaches within institutional processes, facilitating coordination among actors, information exchange and early decision-making.

Regional experience shows that, although strategic frameworks and technical advances exist in each of these areas, there are still opportunities to strengthen the connection between disaster risk management systems, social protection mechanisms and anticipatory action instruments. This requires developing tools and processes that make it possible to move from conceptual guidelines to operational arrangements that can be applied by the responsible institutions, including the definition of roles, coordination mechanisms and exercises that allow procedures to be validated before an emergency occurs.

In this framework, NORCAP's support will make specialised technical assistance available to strengthen the processes led by CEPREDENAC on the articulation between ASP, DRM and Anticipatory Action. This assistance will contribute to generating technical products, methodologies and practical tools that strengthen institutional capacities and support the application of these approaches in risk scenarios that are a priority for the region, including those associated with the El Niño-Southern Oscillation (ENSO) phenomenon.

The consultancy shall produce practical, traceable and technically sound inputs, aimed at strengthening the operationalisation of the Regional ENSO Plan 2026–2027 and at supporting coordination processes between CEPREDENAC, SICA bodies, SISCA and national lead agencies, without duplicating the ENSO Plan or replacing existing institutional responsibilities.

The articulation between DRM, Anticipatory Action and Adaptive Social Protection is not a standalone objective of this consultancy, but a technical approach to addressing the specific gaps in coordination, information, preparedness and response identified in the Plan. Accordingly, all products shall build on the Plan's lines of action and contribute directly to its coordination mechanisms, operational tools and planned outputs, particularly the Regional Planning Matrix contained in Annex 1.

3. OBJECTIVES

General objective:

To provide technical assistance to CEPREDENAC in order to strengthen the operational implementation of the Regional ENSO Plan 2026–2027, through the development of tools, technical inputs and validation spaces that facilitate the articulation between Comprehensive Disaster Risk Management, Anticipatory Action and Adaptive Social Protection, ensuring their incorporation into the existing institutional mechanisms of CEPREDENAC, partners and national lead agencies, so that they are sustained beyond the consultancy.

Specific objectives:

- a. Develop an operational instrument for the articulation of Adaptive Social Protection, Comprehensive Disaster Risk Management and Anticipatory Action, applicable by CEPREDENAC, SISCA and national disaster risk management lead agencies, within the framework of the Regional ENSO Plan 2026–2027.
- b. Identify and define the operational connection points between early warning systems, decision-making mechanisms (including activation thresholds), inter-institutional coordination and social protection systems for scenarios linked to ENSO 2026–2027.
- c. Map the actors, institutional mechanisms and coordination spaces relevant to the implementation of the ENSO Plan, including CEPREDENAC, SISCA, CRRH, CAC, COMISCA, national civil protection systems, ministries or institutions responsible for social protection, and technical partners.
- d. Validate this articulation through a technical exercise with lead agencies and regional actors, identifying the adjustments needed to improve the institutional and operational applicability of the products.
- e. Propose a pathway for the institutionalisation and sustainability of the products within the existing mechanisms of SICA, the ASP-DRM Roadmap, the PCGIR, the Regional DRM Plan 2024–2030 and the ENSO Plan monitoring processes.

4. SCOPE OF THE CONSULTANCY

The consultancy will have a technical scope, oriented towards the development of concrete products that can be used by CEPREDENAC in its internal processes, regional spaces and articulation mechanisms with national lead agencies, SICA institutions, cooperation partners and other relevant actors.

4.1. Mandatory reference frameworks and documents

- Regional Action Plan for the ENSO Phenomenon 2026–2027, with emphasis on Annex 1: ENSO Regional Planning Matrix.
- Central American Policy for Comprehensive Disaster Risk Management (PCGIR).
- Regional Plan for Comprehensive Disaster Risk Management 2024–2030.
- Roadmap for strengthening the adaptive capacity of social protection systems in the SICA region and the ASP-DRM process.
- Joint SISCA-CEPREDENAC Declaration.
- Regional Strategy for the Institutionalisation of Anticipatory Action in Central America and the Dominican Republic 2025–2030.
- National anticipatory action frameworks, protocols or experiences in the Dry Corridor (working with the GTAA LAC), national adaptive social protection policies and plans (in coordination with SISCA), early warning systems and forecast-based financing in the region.

The products shall operationalise, and not duplicate, the ENSO Regional Planning Matrix (Annex 1).

4.2. Work phases, expected products and quality criteria

The consultancy will be carried out in five consecutive and interconnected phases. Each phase will contribute directly to the achievement of the specific objectives of the consultancy and shall generate concrete, reviewable and traceable products aimed at strengthening the operationalisation of the Regional ENSO Plan 2026–2027, in particular its Regional Planning Matrix contained in Annex 1.

The products shall not duplicate the content of the ENSO Plan, but rather translate it into tools, coordination pathways, decision criteria and recommendations that can be applied by CEPREDENAC, SICA bodies, SISCA and national lead agencies.

Phase 1. Inception, desk review and methodology

The first phase will aim to ensure a common understanding of the scope of the consultancy, its products, timelines, coordination mechanisms and quality criteria. The consultant shall review the Regional ENSO Plan 2026–2027, with particular attention to its Annex 1, as well as the relevant frameworks and documents on Comprehensive Disaster Risk Management, Anticipatory Action, Adaptive Social Protection, early warning systems, risk financing and the regional processes referred to above.

This phase will establish the methodological basis for developing the operational articulation instrument, identifying the connection points between systems and mechanisms, mapping actors and carrying out the subsequent technical validation.

As a result of this phase, the consultant will prepare an **Inception Report**, which shall include the working methodology, the detailed timeline, the initial actor matrix, the coordination plan, the preliminary travel plan, the operational risks identified and a quality matrix to guide the review of the products.

Phase 2. Operationalisation of Annex 1 of the ENSO Plan

The second phase will respond primarily to the objective of developing an operational instrument for the articulation of ASP, DRM and Anticipatory Action, and to the objective of identifying operational connection points between early warning systems, decision-making mechanisms, inter-institutional coordination and social protection.

The consultant shall analyse the lines of action of Annex 1 of the ENSO Plan, interview the relevant actors in coordination with SE-CEPREDENAC, and identify how these can be connected to

information flows, institutional roles, activation criteria or thresholds, coordination mechanisms, decision products and possible links with social protection systems.

The main product of this phase will be an **Operational articulation instrument for the ENSO Plan**. This instrument shall make it possible to understand what is activated, who coordinates, what information is required, what decisions must be taken, which institutional or programmatic mechanisms can be connected and how the decision is documented.

Phase 3. Institutional mapping and technical consultations

The third phase will respond to the objective of mapping the actors, institutional mechanisms and coordination spaces relevant to the implementation of the ENSO Plan. To this end, the consultant will carry out a mapping of CEPREDENAC, SISCA, CRRH, CAC, COMISCA, national civil protection systems, ministries or institutions responsible for social protection, technical partners and other relevant actors.

This mapping shall be complemented by technical consultations, interviews, working sessions and a minimum number of in-person missions, as agreed in the approved work plan. The expected product will be a **Mapping of actors, mechanisms and institutional entry points**, which shall not be limited to a list of contacts but shall identify functions, mandates, decision-making spaces, dependencies, opportunities, bottlenecks and possible articulation pathways.

This phase shall verify the institutional and operational feasibility of the instrument developed in the previous phase, ensuring that the proposals are consistent with existing mandates and with regional and national coordination mechanisms.

Phase 4. Technical validation, simulation or working session

The fourth phase will respond to the objective of validating the proposed articulation through a technical exercise convened by CEPREDENAC with national lead agencies and regional actors (virtual and/or in person, as CEPREDENAC decides). The consultant shall design and facilitate a technical validation exercise, simulation or working session that makes it possible to test the applicability of the operational instrument and of the inputs generated.

This exercise shall make it possible to review the usefulness of the products, identify gaps, confirm or adjust roles, gather recommendations from the actors involved and generate evidence on the institutional and operational applicability of the proposed approach.

The expected product will be a **Technical validation and applied exercise package**, including the agenda, methodological guide, facilitation materials, list of participants, exercise report, main findings and a matrix of the adjustments incorporated.

Phase 5. Final adjustments, sustainability and institutionalisation

The final phase will respond to the objective of proposing a pathway for the institutionalisation and sustainability of the products within the existing mechanisms of SICA, the Roadmap for Strengthening the Adaptive Capacity of Social Protection Systems promoted by CIS/SISCA and the ASP–DRM articulation processes, the PCGIR, the Regional DRM Plan 2024–2030 and the ENSO Plan monitoring processes.

The consultant shall consolidate the products, incorporate the adjustments arising from the validation process and propose recommendations for their use beyond the consultancy. The final product will be a **Final report, institutionalisation roadmap and recommendations on sustainability and financing**, which shall integrate the revised products, identify pending decisions, indicate

opportunities for articulation with regional frameworks and propose concrete steps for the continuity of the work.

The final report shall enable CEPREDENAC to use the products in a practical way in its regional and national processes, and to have clear inputs for inter-institutional coordination, resource mobilisation and the monitoring of the ENSO Plan.

Cross-cutting quality requirements

All products shall meet minimum criteria of technical quality, institutional relevance and traceability. In particular, they shall be aligned with the Regional ENSO Plan 2026–2027 and its Annex 1; avoid duplicating existing content; use clear and applicable language; identify the sources, consultations and technical decisions underpinning each proposal; respect the mandates of CEPREDENAC, SISCA, SICA bodies and national lead agencies; and incorporate the adjustments arising from the agreed technical reviews and validation spaces.

The products shall also be designed for practical use by CEPREDENAC and regional actors, including tools, matrices, coordination pathways, decision criteria or recommendations that can be integrated into existing institutional processes. The quality of the products will be reviewed jointly by CEPREDENAC and NORCAP, in accordance with the technical and administrative coordination arrangements established for the consultancy.

5. Missions, travel and associated costs

The consultancy will be hybrid. Availability for in-person participation will be valued, in particular for work with CEPREDENAC in Guatemala City, without this constituting a residency requirement or excluding candidates who work remotely. The proposal shall include and budget for the minimum in-person participation needed to ensure institutional ownership, technical validation and contextual understanding. All travel will be subject to prior approval by CEPREDENAC as to its relevance, in articulation with NORCAP's administrative authorisation in relation to security conditions.

Minimum expected travel	Purpose	Indicative duration	Condition
Mission 1 - CEPREDENAC / Guatemala	In-person kick-off meeting or technical validation with CEPREDENAC and prioritised regional actors.	4-5 calendar days, including travel	Mandatory, unless it is jointly decided to replace it with a virtual modality for security, cost or scheduling reasons.
Mission 2 - ENSO priority country	Technical consultation with the national civil protection system, the social protection institution and/or actors linked to EWS/AA/ENSO.	3-5 calendar days, including travel	Minimum expected. Country to be defined jointly by CEPREDENAC and NORCAP according to ENSO prioritisation, feasibility and added value.
Mission 3 - Priority country or regional validation	Second country consultation or in-person support to the validation/simulation exercise, subject to technical decision.	3-5 calendar days, including travel	Desirable and to be budgeted. It may be replaced by virtual participation if budget or security conditions so require.

The consultant's financial proposal shall include all costs associated with fees, travel, accommodation and related expenses. No travel shall take place without prior written approval and without meeting the applicable security, insurance, itinerary and administrative authorisation requirements. Where available, the consultant shall stay only in hotels suggested or authorised by the local NRC office. Any exception shall be approved in advance by NORCAP.

5.1. General security and mobility recommendations

The planning and conduct of missions shall take into account the security and mobility conditions prevailing in each country. Before each trip, CEPREDENAC, with the support of its national member institutions or the relevant partners, will provide basic contextual guidance on the areas to be visited, accommodation and recommended transport options. NORCAP will apply its own authorisation, insurance and travel risk management procedures.

The following recommendations are general in nature and shall be verified and updated before each mission, in accordance with the specific destination, the itinerary, local conditions and any alerts or restrictions in force:

Costa Rica	Use official taxis, transport services booked through recognised platforms or providers recommended by the accommodation. Avoid leaving luggage, documents or equipment visible inside vehicles, and take extra precautions at terminals, tourist areas and crowded places. For travel outside the capital, allow additional time for traffic, weather and road conditions.
El Salvador	Give priority to authorised taxis, services booked through recognised platforms or providers recommended by the counterpart or the accommodation. Avoid using informal transport or making unplanned trips to areas that have not been verified in advance. Intercity and night-time journeys shall be coordinated in advance.
Guatemala	Coordinate airport transfers and intercity journeys in advance. Use providers recommended by the counterpart, authorised taxis or services booked through recognised platforms. Avoid night-time road travel, unverified routes and improvised trips to rural or border areas. Allow additional time for traffic, roadblocks, demonstrations or weather conditions.
Honduras	All journeys shall preferably be undertaken with previously vetted providers. Avoid walking alone, using informal transport, displaying electronic equipment or travelling between cities at night. Routes, timings, accommodation and meeting points shall be confirmed before each day's activities.
Panama	Give priority to transport coordinated by the counterpart, official taxis or services booked through recognised platforms. Verify in advance any travel outside Panama City and avoid border, rural or restricted-access areas that are not necessary for the mission. Take into account possible disruption caused by demonstrations, road closures, heavy traffic and weather conditions.
Dominican Republic	Use transport provided or recommended by the counterpart institution, the accommodation, recognised

	companies or formal platforms. Avoid unregulated taxis, informal transport, motorcycle taxis and walking at night in unfamiliar areas. For intercity journeys, use formal operators and confirm routes, timings and road safety conditions in advance.
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These guidelines do not replace the risk assessment required for each mission. NORCAP may approve, modify, postpone, replace with a virtual modality or cancel any trip when security, mobility, health, weather or access conditions do not allow it to be carried out under adequate conditions.

6. Budget, financial proposal and payment arrangements

The total budget available for the consultancy will be defined by NORCAP. The financial proposal shall be an all-inclusive total cost proposal and shall incorporate professional fees, applicable taxes, travel, accommodation, per diem or subsistence allowances, local transport, travel insurance, communications, materials and any other cost necessary to deliver the scope. The consultant shall submit a disaggregated budget that makes it possible to verify the reasonableness of the costs and their consistency with the work plan.

Minimum item to be included	Detail required in the financial proposal
Professional fees	Number of days or months, daily/monthly rate and subtotal.
International or regional travel	Air tickets, taxes, necessary baggage and route assumptions.
Accommodation	Number of nights per mission, unit cost and subtotal.
Per diem / meals / daily expenses	Daily amount, number of days and criterion applied.
Local transport	Airport transfers, local mobility and transport for meetings.
Insurance, visas or administrative requirements	Foreseeable costs related to travel or permits.
Materials or facilitation costs	Materials, printing, virtual tools or minor support for validation, where applicable and eligible.
Taxes and banking costs	Any tax, withholding or charge applicable to the consultancy.

6.1. Indicative payment schedule

Payment	Condition	Indicative percentage
First payment	Approval of Product 1	20%
Second payment	Approval of Product 2	25%
Third payment	Approval of Product 3	20%
Fourth payment	Approval of Product 4	20%
Final payment	Approval of Product 5 and delivery of the final editable versions	15%

The final payment schedule will be defined by NORCAP in accordance with its internal procedures. Payments will be subject to the technical approval of the products by CEPREDENAC, complementary technical review by NORCAP and administrative compliance with the contract.

7. Governance, coordination and hybrid management modality

The consultancy will be technically coordinated by the Executive Secretariat of CEPREDENAC, in articulation with NORCAP.

Actor / mechanism	Responsibility
CEPREDENAC	Lead technical entity and main counterpart. The consultant will report functionally and technically to the Executive Secretariat of CEPREDENAC or to its designated team, which will guide priorities, validate institutional relevance and grant technical approval of the products.
NORCAP	Contracting party and administrative lead for the consultancy. NORCAP will manage the contracting process, payments, administrative procedures and travel approvals in accordance with its internal rules, and will provide general technical support to ensure alignment with the regional ASP/AA/DRM package.
Joint technical supervision	CEPREDENAC will lead the technical guidance. NORCAP will provide technical overview and quality control (technical review of the products), particularly on ASP, anticipatory action, cash and transfers, adaptive systems, articulation with IGOs and coherence with the funded proposal.
Consultant	Responsible for producing quality deliverables, coordinating inputs, documenting decisions, recording sources, preparing revised versions, facilitating technical spaces and maintaining regular communication with both institutions.
Security and travel	All travel shall be approved in advance. CEPREDENAC and NORCAP will contribute to the security management of the consultant within their respective roles: CEPREDENAC will provide contextual and institutional guidance; NORCAP will apply its administrative procedures, insurance, authorisations and travel risk management.

7.1. Meetings and approval flow

- Kick-off meeting with CEPREDENAC and NORCAP within the first week of the consultancy.
- Fortnightly technical follow-up meetings with CEPREDENAC, or more frequently during critical delivery or validation phases.
- Each product shall be submitted in draft form, receive consolidated comments and be adjusted before final approval.
- Technical approval of the products will be the responsibility of CEPREDENAC, with complementary technical review by NORCAP. Administrative approval of payments will be the responsibility of NORCAP, in accordance with its internal procedures and against evidence of technical approval.

8. REQUIRED PROFILE

The consultant shall meet the following profile:

Academic background

- University degree in social sciences, disaster risk management, development, public policy, social protection, international cooperation, climate change, economics, public administration or related fields.

General experience

- At least 5 years of experience in processes related to comprehensive disaster risk management, social protection, anticipatory action, humanitarian action, climate resilience, public policy or international cooperation.
- Proven experience in preparing technical documents, methodologies, operational tools, systematisations or institutional guidelines.
- Experience in facilitating workshops, simulations, validation exercises or multisectoral technical spaces.

- Knowledge of the social dynamics of the countries of the SICA region.
- Knowledge and practical command of the PCGIR.

9. Proposal evaluation criteria

Proposals will be evaluated technically by SE-CEPREDENAC and NORCAP. Selection will take into account technical quality, experience, methodology, cost-effectiveness and availability. The indicative scoring will be as follows:

Criterion	Weight
Initial technical proposal and methodological approach: clarity of the overall approach to the consultancy; proposed methodology for desk review, interviews, actor mapping, analysis of institutional mechanisms, technical validation and development of operational products. A definitive methodology is not expected, but rather a sound and realistic preliminary proposal.	20%
Experience in similar processes: experience in consultancies or comparable processes in planning, inter-institutional coordination, disaster risk management, social protection, anticipatory action, climate change, resilience, humanitarian response, public policy or regional cooperation. The ability to work with multiple actors and institutions will be particularly valued.	25%
Technical production, systematisation and facilitation capacity: experience in preparing technical documents, methodologies, matrices, actor maps, coordination pathways, consultation reports, operational recommendations, validation products or practical tools for institutions.	25%
Operational feasibility, availability, travel and financial proposal: consistency of the total budget, availability for the required period, feasibility of the minimum expected travel and capacity to meet the established deadlines.	30%
Total	100%

Availability to meet the timeline and to undertake the minimum required travel will be considered an eligibility condition for the award of the contract.

10. Submission of proposals

Interested candidates shall submit a technical and financial proposal to norcap.bids@nrc.no with the subject line “**20260815 CEPREDENAC ENOS**” by **15th August** in PDF format. The proposal shall include at least:

- Letter of interest or brief presentation.
- Technical proposal, including understanding of the assignment, methodology, timeline and quality approach.
- Disaggregated, all-inclusive financial proposal, incorporating fees, travel, accommodation, per diem, local transport, taxes and any other associated cost.
- Preliminary travel plan and cost assumptions.
- Updated CV.
- Two or three examples of similar technical products, or a relevant portfolio, if available.
- Availability during the period of the consultancy.
- Completed Ethical Standards Declaration (Annex 2)

11. Ethical standards, confidentiality and ownership of products

- The consultant shall comply with the ethical, conduct, prevention of sexual exploitation and abuse, safeguarding, anti-corruption, conflict of interest and data protection standards applicable to NRC/NORCAP.
- The consultant shall treat the information received as confidential and use it solely for the purposes of the consultancy.
- The products developed under the consultancy will be the property of CEPREDENAC and NORCAP, as established in the contract and applicable agreements, and may not be published or shared externally without prior authorisation.
- Any use of logos, visibility, public communication or dissemination of the products shall be agreed in advance between CEPREDENAC and NORCAP.
- The consultant shall record the sources, interviews and documents used, respecting confidentiality criteria where applicable.

We welcome any opportunity to clarify questions with potential partners. All clarifications must be submitted in writing via email to **flavia.silva@nrc.no**, no later than 12th August 2026 at 5:00 PM CET.



PART OF NORWEGIAN
REFUGEE COUNCIL

Annex A - Minimum format for the financial proposal

The financial proposal shall be presented in disaggregated form. The following format is indicative and may be adjusted by NORCAP in accordance with its procedures.

Item	Unit	Quantity	Unit cost	Subtotal	Notes / assumptions
Professional fees					
Flight for Guatemala/CEPRENAC mission					
Accommodation in Guatemala					
Per diem in Guatemala					
Flight for priority country mission 1					
Accommodation and per diem, priority country 1					
Flight for priority country mission 2 or regional validation					
Accommodation and per diem, mission 2/validation					
Local transport					
Insurance/visas/administrative requirements					
Validation materials or tools					
Taxes/banking costs					
Total					