

Terms of Reference (ToR)

Market Assessment and Feasibility Study to assess options for accessing Green Climate Fund funding

About NRC

The Norwegian Refugee Council (NRC) is an independent humanitarian organisation working to protect the rights of displaced and vulnerable people during crises. NRC provides assistance to meet immediate humanitarian needs, prevent further displacement and contribute to durable solutions. NRC is widely recognised as a leading field-based displacement agency within the international humanitarian community. NRC works in both new and protracted crises across [more than 30 countries](#), where we provide protection (including camp management), food assistance, clean water, shelter, legal aid, and education. NRC is a rights-based organisation and is committed to the humanitarian principles of humanity, neutrality, independence, and impartiality. With headquarters in Oslo, Norway, NRC also has representation offices in Brussels, Geneva, Berlin, London and Washington DC.

NORCAP is NRC's global provider of expertise to the humanitarian, development and peacebuilding sectors. It builds partnerships with international organisations and national actors to protect lives, rights and livelihoods. NORCAP provides expert personnel and collaborates with partners to identify needs and establish common goals and projects. It helps strengthen partner capacity and improve coordination and collaboration.

NRC Climate Work

The evidence is overwhelming that communities in fragile and conflict-affected states (FCAS) are most urgently in need of support to adapt and build resilience to the impacts of the climate crisis. 15 of the 25 most climate-vulnerable countries (Notre Dame Global Adaptation Initiative index) are on the World Bank's list of FCAS. NRC works in 14 of these worst-affected countries.

NRC's work on climate does vary between countries as does our level of expertise. NRC's Climate Framing Paper states NRC responds to climate shocks and their impacts when they affect people we support with humanitarian assistance and protection through our response. This means that NRC will only intervene when we are already operating in a conflict-affected area prone to a sudden or slow climatic event and when displacement affected communities that we target are impacted by the event. This includes Climate Proofing our Core Competencies.

However, NRC is also a consortia leader and as such manages programmes demonstrating a wider-reaching climate impact. The Building Resilient Communities in Somalia (BRCiS) Consortium is at the forefront of Climate Adaptation and Climate Resilience in Fragile and Conflict Affected States. The NRC led consortium works with FCDO International Climate Finance (ICF) and is vastly experienced in reporting on ICF KPIs. BRCiS is a recipient of FCDO Resilience and Adaptation Fund funding for climate resilience – one of only three INGOs to receive this funding – and has been approached by FCDO to suggest it apply to the GCF to fund further climate adaptation work. NORCAP also runs the Agricultural Resilience through Climate Services (ARCS) Programme which also sees scope in working with GCF to strengthening the entire Climate Information Services value chain through a unique consortium model.

In addition, NRC's Internal Displacement Monitoring Centre (IDMC) is the leading source of data and evidence on internal displacement related to disasters. Through its monitoring and analytical tools and methodologies, IDMC can support countries and their partners to understand and report on the scale, patterns and impacts of displacement occurring in the context of disasters and climate change, as well as anticipating and preventing displacement and its impacts. Our strong

data collections allow us to collaborate with governments and organisations (including local partners) to develop strategies that help communities at risk.

NRC share our successes and lessons learned with the broader humanitarian, disaster and climate change community, including local partners, and stands up for those displaced by disaster and climate. We advocate for protection and assistance to become central components of disaster risk management, climate change adaptation and development planning. We work to influence global and regional policies so that they reflect these concerns. NRC also participates in the implementation of the Nansen Initiative Protection Agenda. Here, we explore what happens when people displaced by disasters and climate change move across national borders.

Purpose of the study

The Norwegian Refugee Council (NRC) is exploring the potential benefits of working with the Green Climate Fund, what funding it could bring to the organisation, and the cost-benefit of committing to GCF Accreditation process. To work with the Green Climate Fund, NRC sees three routes:

1. Full Accreditation
2. Working through an accredited partner, such as an accredited INGO, UN body or a Direct Access Entity
3. Applying through a Project-specific Assessment Approach (PSAA) Pilot

To support this initiative, NRC is seeking a consultancy to conduct a market assessment and feasibility study on the three routes and the cost-benefits of each. The consultancy will map the potential opportunities for NRC country offices, NORCAP and IDMC, providing realistic estimations of the levels of funding which could be secured and help us be clear about which business areas would benefit from GCF accreditation and what potential GCF funded projects and programmes would be aligned with NRC's, NORCAP's and IDMC's existing work. The Assessment will also allow us to assess the cost and resource commitments required to put forward proposals and the chance of success.

The consultant will evaluate the financial value and strategic potential of opportunities with the GCF and assess NRC, IDMC and NORCAP's suitability of entering partnerships with the GCF via each of the three above routes. The assessment should also assess the practical challenges of each route and which would provide the best long-term option for NRC – this assessment will play a critical role in determining the strategic alignment and viability NRC seeking GCF accreditation.

Objectives

The primary objectives of this consultancy are to:

1. Conduct an in-depth analysis of GCF funding, projects and accredited partners, mapping them to and assessing the alignment with NRC, IDMC and NORCAP's mandates, values and our current programming.
2. Evaluate the financial value and strategic potential of opportunities with the GCF i.e. across different NRC, IDMC and NORCAP countries, projects and work, and how much funding could we feasibly secure?
3. Provide insight into the application and proposal writing process especially regarding the full cost of proposals (including the staffing needed), the success likelihood when submitting proposals as an accredited entity, and how the proposal writing process could be funded (possibility of co-funding from institutional donors)
4. Align above insights and recommendations to the three routes outlined above to conclude which would be the best long-term option for NRC as a whole.

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Scope of Work

We expect the consultant to provide a comprehensive mapping of GCF activities and NRC, IDMC and NORCAP programming.

This overview should explore the following:

- **Funder Strategy:** Develop detailed analysis of GCF funding streams and how much funding can be delivered to FCAS countries and in support of displaced people. Understand NRC's key country contexts and perform a mapping with contexts GCF is funding or is likely to fund – examine GCF's work across climate and other sectors and compare how aligned it is to NRC's core competencies and NORCAP and IDMC programming. *i.e. if the GCF fund solarisation in emergency response, or greening of schools etc, what opportunities could this represent for NRC's wider core competencies?*
- **Potential Size and Duration:** Evaluate the likely size and scope of relevant GCF programmes which will fit NRC, IDMC and NORCAP's mandate; Estimate the typical potential funding associated with GCF programmes including identification of geographical and thematic focuses;
- **Alignment with NRC's Work:** Provide insights on how GCF's strategy aligns with NRC, IDMC and NORCAP's work, expertise and capacity.
- **Competitor Landscape:** Analyse the competitive landscape for the GCF in the countries in which NRC operate, identifying other organizations that are competing for GCF funding – both accredited and soon to be accredited; Assess if partnerships could be developed to access funding outside of accreditation.
- **Intelligence Gathering:** Gather intelligence from accredited INGOs on how time and resource consuming the accreditation process. Understand from peers what resources are typically required for a proposal.
- **Recommendations for NRC and NORCAP:** Offer specific recommendations for NRC, IDMC and NORCAP on which of the three routes to working with the GCF is most advantageous and what funding is likely to be accessible to them. This includes outlining necessary steps and preparations to better align with identified opportunities.

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Deliverables

The consultancy is expected to be initially conducted through a desk review, relying on the consultant's prior knowledge in this field. The survey will scope the GCF strategy in key FCAS countries aligned with where NRC work. Interviews with key stakeholders at NRC, IDMC and NORCAP as well as interviews with key stakeholders at the GCF and accredited entities like ACTED and Save the Children may further support the mapping where necessary.

The consultant is expected to produce a written report and a presentation of the findings to senior NRC staff in a clear and concise format. This involves:

1. **Inception Report:** A detailed work plan and methodology, including a list of stakeholders and initial research findings.
Due: one week after signature
2. **Client-Specific Market Assessment (Draft):** A draft report providing detailed profiles of funding opportunities / programmes in GCF countries covering each aspect detailed in the scope of work and include recommendations for engagement.
Due: two months post signature
3. **Final Market Assessment and Feasibility Report:** in discussion with NRC the consultant will produce comprehensive final report of the most relevant opportunities for NRC and

NORCAP summarizing the findings of the GCF analysis, opportunity assessments, eligibility requirements, compliance considerations and recommendations.
Due: three months post signature

4. **A PowerPoint Presentation:** A presentation summarizing the key findings and recommendations to NRC's senior leadership (up to 12 slides).
Due: three months post signature

Timeline and management

The consultancy is scheduled to take place from November/December 2025 to January/February 2025 spanning 8-12 days of work. The IPA Green Climate Fund for NRC, based in the UK, will oversee the management of the consultancy. The consultant can work remotely.

- Up to 6 days for desk research.
- Up to 2.5 days for interviews.
- Up to 1 days for write up of first draft.
- 2 days for review, response to feedback and write up of final draft.
- 0.5 days for presentation of findings

Consultant(s) profile

NRC is seeking a consultant with the following skills and experience:

- Extensive direct experience in market analysis for climate programming particularly working with the GCF, in the humanitarian or development sector.
- Previous experience in conducting reviews, evaluations and research intended for senior management, preferably for humanitarian organisations
- Experience with and knowledge of the humanitarian sector, including humanitarian operations.
- Experience conducting organisational mappings and reviews, preferably for non-governmental and humanitarian organizations.

Application process

All proposals are to be submitted in English language only. The proposal must include, but is not limited to, the following items:

1. A technical proposal outlining the proposed methodology and approach for conducting the client-specific market assessment.
2. CV highlighting the consultant's qualifications and relevant experience.
3. Detailed price quote for the services. The required currency for all pricing information is GBP.
4. At least 1 work product from other projects undertaken by the consultant within the past 5 years, with particular emphasis on projects of similar scope and effort.
5. A signed copy of the document "Annex - Suppliers Ethical Standards Declaration"

All consultants, ltd or sole trader, must be registered in accordance with the legal requirements at their base. The consultant must be able to submit documentation that proves that they are meeting all legal and tax obligation for the consultancy.

Evaluation Criteria

Proposals will be evaluated based on:

1. **Technical Proposal:** Clarity, feasibility, and comprehensiveness of the proposed approach 40%
2. **Experience:** Relevant experience in commercial contracts market assessments and the specific client analysis 25%
3. **Financial Proposal:** Cost-effectiveness and alignment with the scope of work 20%
4. **Past Performance:** Quality of previous similar assignments 15%

Submission deadline:

Closing date for questions: All questions to be sent to damien.mosley@nrc.no before **2nd December 23:59 GMT**

Closing date for submission: All complete proposals are to be received by NRC at damien.mosley@nrc.no by **8th December 23:59 GMT**

All applicants will be contacted with formal notification of final selection or information about any delay in the process.

Management and Reporting

The consultant(s) will report to Damien Mosley, IPA for the Green Climate Fund with regular updates provided through emails and TEAMS.

Confidentiality

All information shared during the course of this consultancy will be treated as confidential and will not be disclosed without prior written consent from NRC.