

# Request for Quotation – Consultancy Terms of Reference

## Consultancy title: Framework Agreement – Strategic Advisory to CashCap Interagency Initiative

**Framework Agreement period:** April 2025 to March 2026

(estimating around 150 days work in the FA period)

**Duty station:** Homebased with potential travel based on specific ToR assignments during the FA period

\*Travel costs will be covered in accordance with travel duty station and should not be included in the bid

## 1. Assignment background

### About NORCAP

**NORCAP** is the **Norwegian Refugee Council's** global provider of aid expertise and solutions. It works to improve aid to better protect and empower people affected by crisis and climate change. We do this by providing expertise and solutions to humanitarian, development and peacebuilding partners. NORCAP works in two complimentary ways to improve aid:

- We provide targeted expertise to strengthen our partners' response.
- We collaborate with partners to develop solutions to un-met gaps and challenges.

While we share NRC's focus on humanitarian work, our mandate extends further to also encompass development and peacebuilding efforts. NORCAP works with local, national and international partners to find solutions that meet the needs of people at risk.

### About CashCap

**CashCap** is a part of NORCAP. Its long-term goal is for quality cash and voucher assistance to be available and accessible to all who need it. CashCap works with partners to improve the quality of support provided to people in need by enabling stronger accountability, choice and inclusion within their cash and voucher programmes. We are guided by the following strategic focus areas: a strong local and national leadership on cash and voucher interventions; international and national actors are better equipped to provide quality coordination of cash and voucher assistance; and quality cash and voucher assistance is delivered every time, through innovative and integrated approaches tailored to the specific context. 1

<sup>1</sup> Source: <https://www.nrc.no/expert-deployment/what-we-do/cashcap/>

## 2. Objectives and Scope of Work

The primary objective of the collaboration is to support CashCap in achieving its long-term goal of “quality cash and voucher assistance to be available and accessible to all who need it”.

### Scope of work

The following forms a general overview of the scope of work, the specifics for individual discrete pieces of work will be recorded in annexed ToRs.

- Fulfil strategic support requests which provide additional expertise for major crisis, scale-ups and initiatives with the potential for high impact. This includes, but is not limited to, deploying to rapid onset emergencies to provide operational, technical and coordination expertise during the initial assessment and response analysis phase of an operation.
- Provide expertise and tools to champion innovation and integration which creates new opportunities for CashCap to increase access to quality CVA. Including, but not limited to scoping & facilitating opportunities for CashCap, particularly non-traditional relationships and new funding opportunities.
- Contribute ideas and experience to testing new models of CVA collaboration, capacity building, and coordination. Including, but not limited to, initiatives which strengthen local organisations’ capacity to lead and make strategic choices related to CVA
- Contribute to strategic thinking and alignment of the NORCAP Cash and Markets Unit, e.g. through the development of strategic approaches and objectives.
- Facilitate knowledge exchange, technical backstop, and peer to peer support between and for experts working in national, regional, and global roles
- Undertake independent reviews and evaluations of CashCap activities and deployment impact.
- Support development and maintenance of tools and guidance – both internal to CashCap and external for the CVA community.
- Assess Capacity Building requirements of CWG, clusters, local actors, government partners, and develop strategies for addressing gaps in skills and knowledge.
- Transfer CVA coordination and advocacy skills to national/local counterparts through mentorship- and apprenticeship-type activities; lead capacity building activities (trainings, learning events, workshops, webinars etc).

### Administrative requirements

When undertaking a piece of work with CashCap:

- Undertake CashCap assignment specific activities (i.e. reporting, attending learning and professional skills development initiatives, contributing to CashCap knowledge sharing, etc.).
- Represent CashCap in external events/fora (e.g. donor meetings, workshops, conferences)
- Contribute to documents/reports and briefing/presentations being developed for CashCap e.g. by the CRT or pool members.
- Actively contribute to the CashCap Community of Practice group through the appropriate channels
- Facilitate linkages between employees undertaking global policy and country level deployments
- Contribute to capacity building initiatives for Pool members including yearly technical trainings and Learning Events
- Ensure NORCAP and CashCap’s role in knowledge products developed while on assignment is appropriately acknowledged in accordance with NORCAP guidance on communication and visibility

### 3. Qualification requirements

1. Minimum 7 years humanitarian experience, predominantly in cash & markets and including cash coordination, livelihoods, multisectoral programming, linkages to social protection, mixed methods research, and digital systems
2. Proven experience in facilitating high-level, inter-institutional spaces, with a focus on collaborative processes and consensus building.
3. Proven ability to design and implement interactive facilitation methodologies tailored to diverse groups of participants, including decision-makers, sector leaders, and technical teams
4. Proven ability to analyse and produce synthesis for diverse groups of stakeholders – analysis may include policy and practice trends across a range of sectors relevant for humanitarian CVA programming and humanitarian system at large; written outputs may include reports, slide decks, short technical primers etc
5. Proven communication skills (written and oral) across multiple platforms and using a variety of digital technologies
6. Familiarity with CashCap/NORCAP: Understanding CashCap’s way of working, including inter-agency mandate and their role in building multi-stakeholder dialogue and collaboration.
7. Experience in navigating complex inter-agency environments and driving collaboration across various sectors and actors at strategic, technical and operational levels
8. Adaptability and Flexibility
  - a. Capacity to adapt facilitation strategies and content to the evolving needs and inputs from participants.
  - b. Ability to work effectively under pressure, manage unexpected changes, and maintain focus on achieving workshop objectives.
9. Coordination Skills
  - a. Strong organizational and coordination skills, with the ability to collaborate with multiple partners and stakeholders, ensuring effective communication and follow-up.

### 4. Award Criteria

The selection of the consultant (sole trader or consultancy company) will be based on the following criteria:

- 1. Technical Criteria (60%)**
- 2. Financial Proposal (30%)**
  - a. Competitiveness of the proposed daily consultancy rate.
  - b. Cost-effectiveness in relation to the scope of work and expected deliverables.
- 3. Availability and Commitment (10%)**
  - a. Availability to meet the required timeframe
  - b. Ability to commit to full scope of work for specific assignment ToRs under this Framework Agreement

### Evaluation Process

- **Scoring System:** Proposals will be scored on a scale from 0 to 100, with higher scores representing stronger alignment with the criteria.
- **Weighting:** The final decision will be based on the weighted scores for each criterion, with a focus on ensuring that the selected consultant has both the technical capacity and the cost-effectiveness to deliver the desired outcomes.

## 5. SUBMISSION OF INTEREST

Please submit all proposals/applications to [norcap.bids@nrc.no](mailto:norcap.bids@nrc.no) with the subject line “Strategic Advisory to CashCap” by **Friday, 21<sup>st</sup> March 2025 at 5:00 PM Central European Time (CET)**. All proposals must be submitted as a PDF attachment. Late proposals will not be accepted.

We welcome any opportunity to clarify questions with potential partners. All clarifications must be submitted in writing via email to [flavia.silva@nrc.no](mailto:flavia.silva@nrc.no), no later than 14<sup>th</sup> March 2025 at 5:00 PM CET. NORCAP will provide responses to clarifications no later than 19<sup>th</sup> March 2025 at 5:00 PM CET.

### Submission Requirements

- Financial proposal including daily rate in USD and all applicable taxes
- Availability within timeframe
- Technical proposal outlining suitability for this engagement with updated Portfolio/CV, highlighting relevant previous work
- Completed Ethical Standards Declaration and Bidding Form (included herein)

## Ethical Standards Declaration for all Supply, Service and Works Contractors

We, the undersigned, ('we', 'our' or 'us') CONSIDERING THAT:

FIRST, we are bidding for, or entering into, a contract with the Norwegian Refugee Council (NRC) to supply goods, services or works to NRC ('the Contract').

SECOND, we understand that as a humanitarian organisation, NRC expects its suppliers and contractors to have high ethical standards.

THIRD, we understand that NRC therefore needs us to confirm that we adhere to the required ethical standards ('the ethical standards') by signing this declaration ('the Declaration').

THEREFORE, we DO HEREBY DECLARE as follows:

### 1. Declaration concerning compliance with applicable laws and these ethical standards

We declare that we shall:

- a. Meet the ethical standards in this declaration ('ethical standards')
- b. Ensure that any party representing us, including but not limited to:
  - board members
  - directors
  - employees
  - contractors or sub-contractors, and their employees
  - consultants and sub-consultants, and their employees;
  - other legal representatives

('our Representatives') are aware of and comply with these ethical standards.

In the event that we, or our Representatives, do not meet the ethical standards at present, we shall:

- a. Explain to NRC in what way we do not currently meet the ethical standards
- b. Agree a plan and timeline with NRC to implement changes that allow us to meet the ethical standards
- c. Provide regular updates to NRC on the implementation plan.

### 2. Declaration concerning status

We hereby declare that neither we, nor to the best of our knowledge our Representatives, are in any of the following situations:

- 2.1. Have made an offer, payment, consideration or benefit of any kind, which constitutes illegal or corrupt practice, directly or indirectly, as an inducement or reward in relation to the tendering, awarding or execution of the Contract.
- 2.2. Are involved in any form of fraud, corruption, collusion, coercive practice, bribery, involvement in a criminal organisation or other illegal activity
- 2.3. Are insolvent, in receivership, bankrupt, or being wound up
- 2.4. Have suspended activities
- 2.5. Are subject to legal proceedings related to 2.1
- 2.6. Have at any time been found guilty and sentenced by a court, whether in the country of employment or

abroad, for a criminal offence in respect of children or vulnerable adults

### 2.7. Are engaged in:

- terrorism or the material support of terrorism
- the sale or manufacture, either directly or indirectly, of anti-personnel mines or any components produced primarily for the operation thereof
- the sale or manufacture, either directly or indirectly, of weapons
- the production of alcohol, tobacco, or pornography.

### 3. Declaration concerning Conflicts of Interest

We declare that neither we nor, to the best of our knowledge, our Representatives have an undisclosed conflict of interest with NRC, in accordance with [NRC's Conflict of Interest Policy \(the Policy\)](#).

Where any potential conflict of interest exists between our Representatives and NRC or any NRC staff member, we shall notify NRC in writing of the potential conflict using [Form F in the Policy](#). We understand that the Policy and the Form is available on [NRC's website](#) or that we can contact the NRC Procurement focal point, as mentioned in the tender documentation. NRC shall then determine whether action is required.

A conflict of interest can be due to a relationship with an NRC staff member such as family or friends.

We understand that if we fail to report a potential conflict of interest and are later found to have a conflict of interest, we may be removed from the NRC vendor database.

### 4. Declaration concerning compliance with national law

We declare that we and, to the best of our knowledge, our Representatives:

- 4.1. comply with all applicable laws and regulations in effect in the country or countries where the Contract will be carried out.
- 4.2. comply with all applicable export laws concerning the country or countries where the Contract will be carried out.

4.3. are registered with the relevant government authority with regard to taxation for the duration of the Contract.

4.4. pay taxes according to all applicable national laws and regulations for the duration of the Contract.

5. Declaration concerning compliance with labour standards  
We declare that we and, to the best of our knowledge, our Representatives:

We declare that we and, to the best of our knowledge, our Representatives comply with applicable national labour law standards and the International Labour Organisation Declaration on Fundamental Principles and Rights at Work. Specifically, we declare that we and, to the best of our knowledge, our Representatives comply with the following minimum labour standards:

5.1. Working Conditions

- a. All workers receive a contract of employment that is written in a language they understand.
- b. All workers are free to leave after giving reasonable notice.
- c. All workers have the right to join or form trade unions of their own choosing and to bargain collectively.
- d. No worker is required to lodge 'deposits' or identity papers or immigration documents in order to obtain employment.

5.2. Wages and benefits

- a. Wages and benefits paid for a standard working week meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher. Wages are always sufficient to meet basic needs.
- b. No deductions from wages are made as a disciplinary measure.

5.3. Working time

- a. Working hours comply with national laws and benchmark industry standards, whichever affords greater protection. Whenever possible working hours do not exceed 48 hours per week (8 hours per day).
- b. Workers are provided with at least one day off for every 7-day period.

5.4. Health and safety

- a. Steps are taken to prevent accidents and injury to health arising out of, associated with, or occurring in, the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.
- b. Workers receive regular and documented health and safety training, and such training is repeated for new workers.
- c. Workers have access to clean toilet facilities and to potable water, and, if appropriate, sanitary facilities for food storage is provided.
- d. Accommodation, where provided, is clean, safe and adequately ventilated.

5.5. Discrimination and abuse

- a. No worker is forced, bonded or an involuntary prison worker.

b. There is no discrimination at the workplace based on ethnic background, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.

c. Measures are in place to protect workers from sexually intrusive, threatening, insulting or exploitative behaviour, and from discrimination or termination of employment on unjustifiable grounds, e.g. marriage, pregnancy, parenthood or HIV status.

d. Physical abuse or punishment, or threats of physical abuse, sexual or other harassment and verbal abuse, as well as other forms of intimidation, are prohibited.

5.6. Persons under 18

a. No persons under the age of 18 shall be engaged in work which is hazardous to their health or safety, including night work.

b. The working hours and nature of work of any worker who is under the age of 18 shall not interfere with their opportunity to complete his or her education.

6. Declaration concerning the environmental standards

We declare that we and, to the best of our knowledge, our Representatives comply with applicable national environmental law standards and with international environmental standards, to the greatest extent possible.

Specifically, we declare that we and, to the best of our knowledge, our Representatives adhere to the following standards:

6.1. We respect national and international environmental legislation and regulation.

6.2. We ensure that production and extraction of raw materials for production does not contribute to the destruction of the resources and income base for marginalised populations, such as in claiming large land areas or other natural resources on which these populations are dependent.

6.3. We take environmental measures into consideration throughout the production and distribution chain ranging from the production of raw material to the consumer sale. This includes reasonable steps to minimise negative environmental impacts (e.g. emissions, water usage, waste) and to use - where possible - sustainable resources. Local, regional and global environmental aspects shall be considered. The local environment at the production site will not be exploited or degraded by pollution and waste.

6.4. We carefully manage hazardous chemicals and other substances in accordance with documented safety procedures.

7. Declaration concerning protection from sexual exploitation and abuse

We and, to the best of our knowledge, our Representatives comply with international standards related to protection



from sexual exploitation and abuse (PSEA) and sexual harassment.

Specifically, we declare that we and, to the best of our knowledge, our Representatives adhere to the following standards:

- 7.1. We take sexual misconduct seriously and ensure that any employee found to have carried out sexual misconduct will be subject to disciplinary action.
- 7.2. We will ensure, that none of our employees engage in any sexual activity with persons (adult or child) in relation with this contract regardless of the age of majority or consent locally.
- 7.3. We will ensure that none of our employees produce, procure, distribute or use sexually explicit material in any activities under the Contract or on any sites used under the Contract.
- 7.4. We will ensure that none of our employees will exchange money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading, or exploitative behaviour. This prohibition extends to any use of sex trade workers. If any sexual misconduct is found to have taken place, such employees face disciplinary action.
- 7.5. We shall report any incident or complaint of sexual misconduct or child abuse related to the activities carried out under the Contract through NRC's PSEA and Safeguarding Unit at [psea@nrc.no](mailto:psea@nrc.no).
- 7.6. We shall report any known or reported sexual relationship between our employees and NRC staff to NRC.

#### 8. Declaration concerning protection of children

We declare that neither we nor, to the best of our knowledge, our Representatives are engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child. We commit to upholding international and national laws and policies regarding child safeguarding.

Specifically, we declare that we and, to the best of our knowledge, our Representatives adhere to the following standards:

- 8.1. We support and protect the complainant, survivors and witnesses of any raised incidents or complaints of sexual misconduct or child abuse.
- 8.2. We will ensure, that our employees will not abuse or exploit children or act in a manner that may place a child at risk of harm.
- 8.3. We will ensure that our employees are not left alone with children.
- 8.4. We will ensure our employees will not ask children for personal contact details without a valid reason to do so.
- 8.5. We listen, to the best of our ability, to children's views and opinions and treat boys and girls in a manner

that is respectful of their rights and dignity during the performance of the Contract.

- 8.6. We shall report any suspicion of child safeguarding concerns through the Complaints and Feedback Mechanism, provided by the NRC contract focal point and at [psea@nrc.no](mailto:psea@nrc.no).

#### 9. Declaration concerning anti-human trafficking

We declare that neither we nor, to the best of our knowledge, our Representatives are engaged in trafficking in persons as defined in the protocol to Prevent, Suppress and Punish Trafficking in Persons or the UN Convention against Transnational Organized Crime.

Specifically, we declare that we and, to the best of our knowledge, our Representatives adhere to the following standards:

- 9.1. We do not solicit persons for the purpose of employment, or offer employment by means of materially false or fraudulent pretences, representations, or promises.
- 9.2. We do not charge employees recruitment fees.
- 9.3. We do not provide or arrange housing for employees that does not meet host country housing and safety standards.
- 9.4. We commit to report any suspected violations of this clause to NRC immediately.
- 9.5. We commit to make our Representatives aware of the trafficking related prohibitions outlined above and share the Global Human Trafficking Hotline Information with them (1-844-888-FREE, [help@befree.org](mailto:help@befree.org)).

#### 10. General

We understand that:

- 10.1. The Declaration will be kept on file for a period of 10 years.
- 10.2. The Declaration will be updated every year or more often as appropriate.
- 10.3. We must inform NRC immediately in the event that there is a change to the Declaration.
- 10.4. NRC may perform checks to verify that the ethical standards are adhered to and shall be granted reasonable access to our premises and to our documentation, computer systems etc, in order to be allowed to do so.
- 10.5. In the event that NRC deem that we fail to meet or are not taking appropriate steps to meet, the ethical standards, NRC may immediately terminate any and all contracts and agreements we have with them and at no cost to NRC.

#### 11. Requirement to notify NRC

We shall immediately notify NRC through the Complaints and Feedback Mechanism, provided by the NRC contract focal point if:

- 11.1. Any allegations of alleged corruption, sexual exploitation or abuse, or child abuse are made against us or, to the best our knowledge, our Representatives,

during the Contract, whether relating to the Contract or not.

11.2. Any allegations are made, or any changes occur, in relation to any of the declarations made herein

Signed on our behalf as follows:

|           |  |
|-----------|--|
| Signature |  |
| Name      |  |
| Position  |  |
| Date      |  |
| Place     |  |