

## **DRC**

### **Terms of Reference (TOR)**

#### **for**

### ***Strengthening Innovation Learning and Impact in DRC***

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## **1. Who is the Danish Refugee Council?**

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Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. Active in 34 countries with 6,000 employees and supported by thousands of volunteers, DRC protects, advocates, and builds sustainable futures for refugees and other displacement affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

## **2. Purpose of the consultancy**

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The Danish Refugee Council seeks proposals from a consultant or consultancy team to support DRC in establishing a stronger and more coordinated approach to learning and evidence generation for innovation programming, with a particular focus on the DRC Innovation Fund. The assignment will prioritise actionable learning, simple and usable tools, and practical support that can strengthen decision-making across innovation projects and portfolios.

## **3. Background**

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There is a growing demand for stronger evidence generation and learning across humanitarian and development programming, particularly in fragile and conflict-affected contexts where DRC operates. This is increasingly important as organisations invest in innovative approaches with the ambition to develop, test, and scale new solutions. Within DRC, innovation projects and portfolios increasingly rely on learning, evidence, and impact to guide decisions, support replication and scale, and strengthen positioning for external innovation and scale funding. Through this consultancy, DRC aims to strengthen the systems that support innovation learning and evidence generation across the portfolio, enabling better project- and portfolio-level management and stronger cross-organisational learning.

## 4. Objective of the consultancy

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The purpose of this consultancy is to support DRC in establishing a stronger and more coordinated approach to learning and evidence generation for innovation programming, particularly in relation to the DRC Innovation Fund. The assignment should prioritise actionable learning for decision-making, be tailored to the maturity and feasibility of DRC's innovation initiatives and build on existing DRC systems rather than creating new processes.

The consultant will be required to develop practical and proportionate approaches and deliverables that can be readily applied by project and portfolio teams, including colleagues without specialist evaluation and learning expertise. Across the assignment, DRC places a high value on simplicity, usability, and fit-for-purpose delivery.

- Improved generation and use of evidence and learning across innovation projects and portfolios.
- Strengthened organisational capacity to design and implement learning-oriented approaches for innovation initiatives.
- More informed and adaptive decision-making for innovation initiatives, including on transition-to-scale.
- Stronger positioning of DRC for innovation and scaling funding opportunities that require robust evidence and learning.
- Increased alignment with donor expectations on learning, accountability, and results.

## 5. Scope of work and Methodology

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The selected consultant will work in close collaboration with DRC Innovation and relevant MEAL functions to support scoping, design, and practical application of learning and evidence approaches for innovation programming.

### **Scoping and learning needs assessment**

- Conduct a rapid review of current learning practices and evidence generation approaches across selected innovation projects and portfolios.
- Undertake a light-touch gap analysis of current learning and evidence practices, including capacities, tools, and resourcing constraints across relevant innovation functions.
- Identify priority areas for improvement tailored to DRC's innovation portfolio management and aligned with relevant industry practice, while ensuring recommendations remain realistic and feasible within existing capacity limitations.

### **Design of learning and evidence approaches**

- Develop a pragmatic and portfolio-appropriate approach to learning and evidence generation for innovation projects, with a clear emphasis on simplicity, usability, and decision-making value.
- Propose a light-touch learning and evidence approach that can be applied across different innovation stages, including early testing, piloting, and transition-to-scale, with proportionate adaptation where needed.
- Ensure alignment with and adaptation of existing DRC MEAL systems and guidance.

The assignment is not expected to produce formal impact evaluations or heavy methodological architectures, but rather pragmatic, decision-oriented learning approaches and practical tools that can be used within existing DRC systems and capacities.

### Application and testing the approach in practice

- Support up to two selected innovation projects through coaching-based support to test the developed approach in practice and strengthen their learning and evidence work.
- Provide technical input on appropriate methods, such as data collection and reflection processes, ensuring they are proportionate, feasible, and realistic for teams to apply and maintain.
- Support teams in using emerging findings actively to inform iteration and decision-making.

## 6. Deliverables

The Consultant will submit the following deliverables as mentioned below:

1.1. Across all components of the assignment, DRC places a high value on simplicity, usability, and fit-for-purpose delivery. Deliverables should be concise, practical, readily applicable by project and portfolio teams, and proportionate to the level of effort.

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
<b>Phase 1 Inception and scoping</b>	<b>Inception Note</b>	Refined scope, methodology, workplan, and prioritisation based on DRC needs and availability of relevant projects and teams.	<b>Approx. 3-5 working days</b>
<b>Phase 2 Portfolio synthesis</b>	<b>Portfolio Learning Synthesis Report</b>	Concise retrospective synthesis of key learning and evidence across the innovation portfolio, drawing primarily on available documentation and light-touch consultations, with actionable insights and recommendations at project and portfolio level. The synthesis is not expected to constitute a full portfolio evaluation or require extensive primary data collection.	<b>Approx. 10-12 working days</b>
<b>Phase 3 Toolkit development</b>	<b>DRC Innovation Portfolio Learning and Evidence Practical Light Touch Toolkit</b>	Simple practical framework, ready-to-use tools and templates, and concise guidance for learning and evidence generation across innovation initiatives, adapted to and complementing existing DRC MEAL systems and guidance.	<b>Approx. 10-15 working days</b>
<b>Phase 4 Application and testing</b>	<b>Application and Testing Note</b>	Practical note documenting coaching-based support to up to two current DRC innovation initiatives, including how key approaches and principles from the toolkit were tested in practice, tailored to project needs, and assessed for usability.	<b>Approx. 10-15 working days</b>

The consultant will provide all deliverables electronically in editable Word, Excel, and/or PowerPoint formats, as relevant, and in PDF format where appropriate.

## 7. Duration, timeline, and payment

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The assignment is expected to be implemented over approximately three months, **from late August to October/mid November 2026**.

The anticipated level of effort is 30–45 working days, distributed across scoping, framework development, tools development, and learning support. Given the level of effort, the assignment will prioritise depth over breadth, focusing on a limited number of projects and targeted deliverables.

Work planning and phasing will be agreed during the inception phase, based on priorities and availability of relevant projects and teams. Payment milestones will be agreed and aligned with agreed deliverables and set out in the final contract.

The financial proposal should be based on a daily rate in line with senior international development consultancy benchmarks, reflecting the strategic and facilitative nature of the assignment, and should include a detailed budget breakdown aligned with the proposed scope, deliverables, and level of effort.

## 8. Proposed Composition of Team

DRC seeks a consultant or consultancy team with a strong combination of strategic advisory, learning systems, and practical innovation support experience. The proposed team should be able to combine conceptual rigour with a pragmatic and facilitative approach.

- Senior learning, evaluation, and innovation advisor or team lead.
- Specialist expertise in humanitarian and/or development learning and evidence systems.
- Practical experience developing user-friendly tools, templates, and guidance for programme teams.
- Strong facilitation and stakeholder engagement capacity, including remote or hybrid collaboration with country teams.

## 9. Eligibility, qualification, and experience required

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### Essential:

- Demonstrated experience in designing and facilitating learning and evidence approaches for innovation, adaptive programming, or portfolio-based initiatives.
- Strong experience working in humanitarian and/or development contexts, ideally including fragile and conflict-affected settings.
- Ability to develop pragmatic, decision-oriented approaches to learning and evidence generation, rather than relying solely on formal evaluation designs.
- Experience developing practical tools, frameworks, or guidance materials that can be used by programme and technical teams, including non-specialists, without extensive external support.
- Demonstrated ability to translate strategic learning and evidence ambitions into concise, fit-for-purpose deliverables that are realistic within limited time and resource envelopes.

- Strong facilitation, advisory, and stakeholder engagement skills, including the ability to work across technical functions and country teams.
- Excellent written and spoken English.

**Desirable:**

- Experience designing or supporting formative reviews, learning reviews, or evaluation approaches that inform adaptation and decision-making in programme innovation contexts.
- Experience supporting innovation funds, portfolio management, transition-to-scale processes, or donor-facing learning and evidence agendas.
- Experience working with globally distributed teams and delivering practical support through remote or hybrid collaboration models.

## 10. Technical supervision

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The assignment will be led by DRC Innovation, in close technical collaboration with relevant MEAL functions and selected country operations. The selected consultant will work under the supervision of DRC Innovation, with technical inputs and feedback from relevant DRC colleagues as agreed during inception.

- Work closely with DRC Innovation and, subject to needs, other relevant functions in DRC.
- Engage relevant country offices and project teams.
- Ensure regular feedback loops and alignment throughout the assignment.

## 11. Location and support

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The assignment is expected to be delivered remotely or through a hybrid collaboration model, with coordination led by DRC Innovation working out of DRC's HQ in Copenhagen, Denmark. Engagement with country offices and project teams will be agreed during the inception phase.

The consultant will provide her/his own computer, mobile telephone, software, and internet connection required to complete the assignment.

DRC will provide relevant background documents, access to selected DRC staff and project teams, and feedback on draft deliverables within agreed timelines.

## 12. Travel

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DRC does not expect travel to be required for this assignment, which is designed to be delivered remotely or through hybrid collaboration. However, if limited in-person engagement is deemed necessary to support coaching of selected projects, this may be discussed during the inception phase and would be subject to prior written approval by DRC. Any travel-related costs must be pre-approved and agreed between the two parties.

## 13. Submission process

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Interested consultants or consultancy teams should submit proposals in line with the accompanying **INET\_RFP\_PR\_0399258** documents and instructions. Proposals should include a technical proposal,

proposed methodology and workplan, consultant profile or team composition, relevant examples of previous work, and a detailed financial proposal aligned with the proposed scope, deliverables, and level of effort.

## 14. Evaluation of bids

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Bids will be evaluated in accordance with the criteria set out in the RFP letter invitation. DRC will assess the relevance and quality of the proposed methodology, demonstrated experience, suitability of the proposed team, understanding of the assignment, value for money, and ability to deliver practical and usable outputs within the expected timeframe and level of effort.

Only shortlisted applicants may be contacted for an interview with the evaluation panel to confirm their understanding of the consultancy services and proposed approach.