DRC

Terms of Reference

Protection Risk Analysis Consultancy for oPt

1. Who is the Danish Refugee Council

Founded in 1956, the Danish Refugee Council (DRC) is an international non-governmental organisation with specific expertise in forced displacement. DRC protects, advocates for and supports refugees and other displacement-affected people and communities. DRC provides protection and life-saving humanitarian assistance, supports self-reliance and inclusion, and works with civil society and responsible authorities to promote rights and peaceful coexistence.

2. Purpose of the consultancy

The Danish Refugee Council (DRC) occupied Palestinian territory (oPt) operation seeks proposals from a consultant to conduct a protection risk analysis, with a focus on Gaza, using the Protection Analytical Framework (PAF). The consultant will map and analyse primary and secondary data collected or compiled by DRC and its partners and facilitate a collaborative validation process. The analysis will inform DRC and partners' programme priorities and strategic direction, guide programme design and adaptation, and support evidence-based advocacy. It will also contribute to identifying priorities for the wider humanitarian response.

3. Background

DRC began operations with Partners in the occupied Palestinian territory (oPt) in 2024 after the unprecedented needs caused by the Israeli military offensive that began in October 2023 and the escalation of violence in the West Bank. DRC's immediate focus is to alleviate suffering In Gaza and the West Bank, including East Jerusalem through a multi-sectorial response, utilising conflict-sensitive approaches.

DRC seeks a consultant to map, consolidate and analyse this evidence using the PAF. The consultancy will produce a contextualised understanding of priority protection risks in oPt, with a focus on Gaza, and translate findings into practical recommendations to inform DRC and partners' programme priorities and strategic direction. The recommendations will guide programme interventions, identify opportunities for a coordinated humanitarian response, and inform key advocacy priorities and messages.

The methodology will include analysis of primary and secondary data, structured discussions with field teams in Gaza and a two-day participatory workshop with DRC and partners to validate findings and develop meaningful, action-oriented recommendations.

Geographical coverage: occupied Palestinian territory (oPt), with a focus on Gaza.

Produce an evidence-based protection risk analysis for oPt, with a focus on Gaza, using the PAF. Through a collaborative analysis and validation process, translate findings into prioritised, action-oriented recommendations that inform DRC and partners' programme priorities and strategic direction (across Protection, HDP and Site Management), guide programme design and adaptation, and support evidence-based advocacy and the wider humanitarian response including recommendations targeting the Protection cluster and other fora and consortium (including the Basic needs consortium).

The specific objectives of the consultancy are to:

- Map and assess relevant primary and secondary information held by DRC and partners, identifying coverage, quality, limitations and gaps.
- Analyse and triangulate qualitative and quantitative evidence to identify priority protection risks, their drivers, effects on affected populations and existing protection capacities.
- Examine differences across population groups and locations, and trends and changes over time where comparable evidence is available.
- Contextualise and test preliminary interpretations through discussions with field teams in Gaza.
- Facilitate a two-day workshop to validate findings and develop feasible, prioritised recommendations.
- Communicate the analysis through a detailed report, a summary report with trends analysis, accessible visualisations and a presentation for dissemination events.

4. Scope of work and Methodology

The Consultant will be required to prepare a detailed methodology and work plan indicating how the objectives of the consultancy will be achieved and the support required from DRC. The consultant will work closely with the DRC Protection Coordinator and relevant DRC and partner teams and sector leads to undertake the following tasks.

Inception and analytical planning

- Meet with DRC to confirm the geographical scope, analysis period, intended audiences, priority analytical questions and expected outputs.
- Prepare an inception note outlining the methodology, workplan, information requirements and proposed report structure.
- Adapt PAF analytical questions to the context and available evidence.
- Agree on data access, confidentiality arrangements, field-team discussions, workshop participation and the deliverable review process.

Data mapping and review

Review available DRC and partner protection monitoring datasets and reports; rapid needs assessments; advocacy products; partner assessments; relevant sectoral and multisectoral assessments; community consultation findings, including key informant interviews and focus group discussions; and secondary humanitarian, protection and contextual sources etc.

Prepare a source inventory and evidence matrix documenting information type, collection period, geographical and population coverage, methodology, relevance to the PAF and key limitations. Identify duplication, inconsistencies, information gaps and potential biases. Undertake data cleaning and harmonisation as needed, preserving source distinctions and documenting decisions.

Protection risk analysis

- Organise analysis using the PAF, covering context, threats, effects on affected populations and existing capacities.
- Triangulate findings across sources, methods, sectors and locations. Identify priority risks and explain how threats, vulnerabilities and capacities interact.

- Examine who is affected, where, how and why, including differences by age, sex, disability, displacement status and other relevant characteristics where reliable data are available.
- Analyse trends and changes over time, distinguishing observed changes from differences in sampling, coverage or data collection methods.
- Examine links between protection risks, unmet sectoral needs, barriers to services and humanitarian interventions.
- Identify community capacities, response gaps and opportunities to prevent, reduce or mitigate protection risks.
- Distinguish documented findings, analytical interpretations and issues requiring further evidence. Explain the strength of evidence and methodological limitations.

The analysis should move beyond describing needs to explain protection risks and identify feasible actions to prevent, reduce or mitigate harm.

Discussions with field teams in Gaza and key stakeholders (including the Protection Cluster and AORs when relevant)

As part of the analytical methodology, the consultant will facilitate structured discussions with DRC and partner field teams in Gaza. These will contextualise the data, explore emerging trends and risk dynamics, test preliminary interpretations, and identify missing perspectives, information gaps and operational implications.

Discussion insights will be documented and triangulated with other sources, clearly distinguishing field observations from findings supported by the reviewed datasets. The discussions will inform the preliminary analysis ahead of the two-day validation workshop. The format, participants and schedule will be agreed with DRC.

The consultant will reach out to protection, on protection, cluster and AOR partners when relevant and needed to triangulate and validate data and fill in information gaps.

Two-day validation and recommendations workshop

Design, prepare and facilitate a two-day workshop with DRC and partners. Participation will be agreed with DRC to include relevant protection, programme, sectoral and information management perspectives.

Day 1 will focus on reviewing and validating findings. The consultant will present preliminary findings through accessible visualisations; facilitate discussions to test interpretations, triangulate evidence and identify contradictory findings or missing perspectives; and review priority risks. Areas of agreement, uncertainty and disagreement will be documented.

Day 2 will focus on developing recommendations and key messages. Participants will identify implications for programme design and adaptation, multisectoral response, strategic priorities and advocacy, and prioritise actions according to urgency, feasibility and expected contribution to risk reduction.

The consultant will develop a recommendations matrix identifying the relevant risks and evidence, proposed actions, relevant actors, suggested timeframes, intended protection outcomes and possible measures of progress. Key messages will be tailored to operational, coordination, donor and advocacy audiences.

Prepare the agenda, facilitation plan, presentations, working templates and participant materials, and document workshop outcomes. Validation must critically assess the evidence; unresolved differences and remaining gaps will be retained in the final analysis.

Finalisation and dissemination products

- Revise the analysis to incorporate validated findings, additional evidence and documented uncertainties.
- Finalise the detailed analytical report, recommendations matrix and key advocacy messages, incorporating consolidated DRC feedback.
- Prepare a concise summary report highlighting priority risks, trends, changes over time and implications for response.
- Develop an editable presentation for dissemination events, using clear visualisations and audience-appropriate messages.
- Provide editable analytical files, visualisations and workshop materials to support DRC use and future updating.

Data protection and analytical quality

Apply a transparent, context-sensitive methodology consistent with the PAF and humanitarian protection principles. The consultant must:

- Apply confidentiality, data minimisation and do-no-harm principles throughout the assignment.
- Use DRC-approved arrangements for accessing, storing, transferring and returning or deleting data.
- Ensure reports, presentations and workshop materials do not expose individuals or communities to harm through identifiable or sensitive information.
- Cite sources and explain analytical methods, assumptions and limitations.
- Avoid presenting assessment samples as representative of wider populations unless the methodology supports this.
- Maintain traceability between evidence, findings and recommendations.

The assignment focuses on existing data and consultations with field teams. Any additional primary data collection with affected populations must be agreed with DRC in advance.

5. Deliverables

The Consultant will submit the following deliverables. Delivery dates and review milestones will be agreed in the inception work plan.

Phase	Expected deliverables	Indicative description of tasks	Indicative Expected timeframe
Phase 1 Inception	Detailed work plan	Confirm scope, analytical questions, methods, data requirements, Gaza field-team consultations and workshop approach.	[3 days]
Phase 2 Mapping and analysis	Source inventory	Map information gaps against the PAF; document coverage, quality, limitations, gaps and sources.	[2 days]

Phase	Expected deliverables	Indicative description of tasks	Indicative Expected timeframe
Phase 2 Mapping and analysis	Preliminary protection risk analysis findings	Analyse and triangulate evidence, including Gaza field-team discussions; present priority risks, preliminary trends and visualisations before the workshop.	[5 days]
Phase 3 Validation	Two-day workshop materials and outcome note	Prepare and facilitate validation and recommendations sessions; document validated findings, uncertainties and proposed actions.	2 workshop days; preparation and documentation [7 days]
Phase 4 Finalisation	Detailed analytical report and recommendations	Final PAF-based analysis of risks, drivers, effects, vulnerabilities, capacities, differences across groups and locations, and trends. Include methodology, limitations and prioritised programme, response, strategic and advocacy recommendations with an action matrix.	[10 days]
Phase 4 Finalisation	Summary report with trends analysis	Concise synthesis of main findings, priority risks, key trends and changes over time, with response and advocacy implications and limitations affecting comparisons.	[2 days]
Phase 4 Finalisation	Presentation for dissemination events	Editable presentation of findings, trends, visualisations, recommendations and advocacy messages for partners, coordination forums, donors and other audiences.	[2 days]
Phase 4 Finalisation	Editable supporting files	Evidence matrices, analytical tables, visualisations and workshop materials for DRC reuse and updating.	[2 days]

The Consultant will provide the documentation in MS Word, PowerPoint, PDF and other editable formats as relevant. Written reports will be produced in English. Proficiency in Arabic is required for facilitating discussions with field teams. Workshop materials, the summary report and the dissemination presentation will be submitted in English.

Final products will be reviewed by DRC for technical quality, consistency with the agreed scope and usability. The Consultant will incorporate consolidated feedback during the assignment and before final acceptance.

6. Duration timeline and payment

The total expected duration of the assignment is [**33**] working days. The assignment shall be completed by the 28th of February 2027. The work plan will include the two-day workshop, preparation, field-team discussions and revision of deliverables. Payment shall be made upon satisfactory completion and acceptance of all deliverables by DRC and submission of a valid invoice.

milestones and amounts will be agreed in the contract and linked to acceptance of deliverables and submission of an invoice.

7. Proposed Composition of Team

This consultancy is open to legally registered consulting firms, partnerships, and sole proprietorships that demonstrate the required qualifications and experience described in this TOR.
meeting the experience requirements below. The consultant will be responsible for all analytical work, consultations, workshop facilitation and deliverables with support from the DRC Protection Coordinator and HQ protection technical team.

8. Eligibility qualification and experience required

Qualifications

- Relevant qualifications minimum Bachalor degree or higher in humanitarian studies, social sciences, human rights, international development, research or a related field, or equivalent professional experience.

Experience

- Proven experience conducting protection risk analysis in humanitarian contexts or similar analysis and demonstrated experience using the Protection Analytical Framework (PAF).
- Min 3 years working Experience with humanitarian organisations.
- Demonstrated experience planning and facilitating participatory protection analysis and validation workshops, including development of action-oriented recommendations.

Experience in the relevant geographical context and collaborative analysis with local partners will be considered an asset.

Skills and knowledge

- Strong analytical skills, including interpretation and triangulation of qualitative and quantitative information from multisectoral datasets.
- Strong report writing, presentation and data visualisation skills, with the ability to communicate complex findings clearly to technical and non-technical audiences.
- Knowledge of protection principles, Protection Information Management (PIM) and responsible handling of sensitive data.
- Ability to translate analysis into feasible recommendations for programme adaptation, humanitarian response, strategic priorities and advocacy.
- Ability to work collaboratively with DRC and partner teams and deliver agreed outputs within the consultancy timeframe.

The bidder must be a legally registered entity and able to provide registration and tax documentation upon request.

Evaluation Criteria and Methodology:

The contract will be awarded based on the Best Value for Money principle using a combined technical and financial scoring method.

- Technical Evaluation: 80%
- Financial Evaluation: 20%
  Only bidders meeting the minimum technical requirements will proceed to the financial evaluation stage. Final ranking will be based on the combined weighted score.

Language requirements

Professional proficiency in written and spoken English is required and Arabic will be highly desirable asset, including the ability to analyse source material and facilitate technical discussions in both languages.

9. Technical supervision

The selected consultant will work under the supervision of the DRC oPt Protection Coordinator and coordinate with relevant Protection, programme, Site Management, HDP, MEAL, information management and advocacy colleagues and partner teams.

10. Location and support

Location and working modality: Remote.

DRC will provide access to agreed datasets and documents, facilitate contact with staff and partners, coordinate participant invitations and workshop logistics, and provide consolidated feedback on draft outputs.

11. Travel

Travel requirements and associated costs: no travel to Gaza or the West Bank will be needed.

12. Submission process

Interested candidates should submit the following documents:

- A technical proposal outlining analytical methodology and approach
- A work plan setting out the proposed time and activity schedule.
- An updated CV clearly presenting relevant protection risk analysis, PAF and facilitation experience.
- A financial proposal should be submitted based on deliverables outlining and the number of estimated days of work for each deliverable.
- At least one relevant work sample, preferably a protection risk analysis using the PAF. Samples must be anonymised or shared with appropriate permission.
- Two professional reference contacts able to speak to comparable assignments.
- Availability and proposed start date.

All reports, presentations, visualisations, analytical tools, datasets, recommendations and other outputs produced under this consultancy shall become the exclusive property of DRC.

Bidders shall disclose any actual, potential or perceived conflict of interest that may impact the assignment.

The consultancy shall be awarded as a Fixed Lump Sum Contract based on deliverables.

A single payment will be processed upon satisfactory completion and upon confirmation from DRC of all deliverables.

Submission method: Submissions must be sent electronically to **tender.opt@drc.ngo**