

Tender Questions & Answers



FROM:	DANISH REFUGEE COUNCIL	
Tender no:	INET_RFP_PR_00399258	
Tender title:	Consulting services for Strengthening Innovation learning & impact in DRC	
Tender issuing date:	30th June 2026	
Tender closure date:	5th August 2026, 16:00 UTC	

DRC HQ has in reference to above tender period received the following questions to the Tender and hereby provides responsive answers by best endeavour to all relevant Vendors & Suppliers.

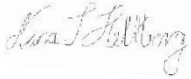
Date	Question	Answer
06-07-26	Can a registered company submit a proposal that includes independent consultants or subcontractors as part of the proposed team?	<i>DRC will work with a consultant that fulfils the minimum legal-entity requirements, as set in the Invitation letter. The contracting entity will be the registered company. Mentioning subcontractors is an option, but the contract will be concluded with the selected supplier only.</i>
08-07-26	Where a consultancy team is proposed, should the bid be submitted by one lead registered legal entity only, with the other consultant named as an associate/subcontractor, or does DRC require registration documentation from all named consultants?	<i>DRC will work with a consultant that fulfils the minimum legal-entity requirements, as set in the Invitation letter. The contracting entity will be the registered company. Mentioning subcontractors is an option, but the contract will be concluded with the selected supplier only. If based in the UK, the supplier should provide UK company registration documents, including Certificate of Incorporation, Companies House number, Companies House extract/status, HMRC UTR, VAT certificate if applicable, and confirmation that the bank account is held in the company's legal name.</i>
06-07-26	Where team members have different daily rates, should Annex A.2 show a blended daily rate for each phase, or may bidders attach a supplementary breakdown showing the days and rates allocated to each team member?	<i>Yes. Bidders may include a supplementary breakdown showing the days and rates allocated to each team member.</i>
08-07-26	Budget: Is there an indicative budget ceiling or preferred range for the assignment?	<i>Each bidder will submit their proposal, and the evaluation will take into consideration the cost indicated and the technical capacity, as per the criteria set. DRC cannot reveal any defined budget or indicative daily rate.</i>
07-07-26	Is there a defined budget ceiling or an indicative daily-rate range for the assignment?	<i>Each bidder will submit their proposal, and the evaluation will take into consideration the cost indicated and the technical capacity, as per the criteria set. DRC cannot reveal any defined budget or indicative daily rate.</i>
08-07-26	The RFP states that "the financial proposal shall be based on a daily rate in line with senior international development consultancy benchmarks." Could you please clarify what benchmark(s) you are referring to so that we can ensure our financial proposal is aligned with your expectations?	<i>Each bidder will submit their proposal, and the evaluation will take into consideration the cost indicated and the technical capacity, as per the criteria set. DRC cannot reveal any defined budget or indicative daily rate.</i>

06-07-26	The RFP states that the technical proposal should include a detailed budget breakdown. It also instructs bidders to exclude all pricing information from the technical submission and submit the financial bid separately. Could you confirm whether the technical proposal should include only the proposed level of effort and allocation of working days, with all rates and financial totals included exclusively in Annex A.2?	<i>Confirmed. The technical proposal should exclude financial rates and totals. All pricing information should be included only in Annex A.2.</i>
06-07-26	Approximately how many innovation projects, portfolios, or funding rounds are expected to be included in the portfolio learning synthesis?	<i>The Portfolio Learning Synthesis should address both dimensions. It should synthesise relevant project and programmatic learning from the innovation initiatives, while also reviewing how learning and evidence are currently captured, documented, shared and applied across the portfolio. The main emphasis should be on strengthening DRC Innovation's learning practice at both portfolio and project level, including practical recommendations for improving approaches, tools and processes for learning and evidence generation. Recommendations may therefore cover both project/programme adaptation and thematic learning, as well as improvements to the systems and routines that support more consistent and actionable learning across the innovation portfolio.</i>
07-07-26	How many innovation initiatives, across what streams, such as innovative finance, anticipatory action and digital innovation, will the Portfolio Learning Synthesis cover?	<i>The Portfolio Learning Synthesis should address both dimensions. It should synthesise relevant project and programmatic learning from the innovation initiatives, while also reviewing how learning and evidence are currently captured, documented, shared and applied across the portfolio. The main emphasis should be on strengthening DRC Innovation's learning practice at both portfolio and project level, including practical recommendations for improving approaches, tools and processes for learning and evidence generation. Recommendations may therefore cover both project/programme adaptation and thematic learning, as well as improvements to the systems and routines that support more consistent and actionable learning across the innovation portfolio.</i>
08-07-26	Portfolio scope: How many innovation projects or initiatives are expected to be included in the portfolio synthesis, and are these already selected?	<i>The Portfolio Learning Synthesis should address both dimensions. It should synthesise relevant project and programmatic learning from the innovation initiatives, while also reviewing how learning and evidence are currently captured, documented, shared and applied across the portfolio. The main emphasis should be on strengthening DRC Innovation's learning practice at both portfolio and project level, including practical recommendations for improving approaches, tools and processes for learning and evidence generation. Recommendations may therefore cover both project/programme adaptation and thematic learning, as well as improvements to the systems and routines that support more consistent and actionable learning across the innovation portfolio.</i>
06-07-26	Could DRC also indicate the likely volume and types of documentation that will be made available for review?	<i>Types of documentation might include: concept notes and proposals, design material, learning reports, portfolio reviews and donor performance documentation and scaling assessment documentation.</i>
08-07-26	Available evidence base: The TOR notes that the synthesis should draw primarily on available documentation and light-touch consultations. Could DRC indicate the main types of documentation and evidence likely to be available for the selected initiatives, for example proposals, theories of change, monitoring data, donor reports, learning products, user feedback, evaluations or scale plans?	<i>Types of documentation might include: concept notes and proposals, design material, learning reports, portfolio reviews and donor performance documentation and scaling assessment documentation</i>
06-07-26	Will the selected initiatives be at similar stages of development, or should the proposed approach account for projects at different stages, such as early testing, piloting, or transition to scale?	<i>The projects for review are at different maturation stages, with largest share at early testing / piloting stage, few in transition-to-scale and preferably.</i>
08-07-26	Portfolio profile: What is the approximate mix of initiatives by innovation stage, for example early test, pilot, adaptation, transition-to-scale or scale, and by size, including financial value and geographic spread?	<i>Initiatives vary in size, but many fall approximately within the range of DKK 300,000–1,000,000, with some receiving additional investments over multi-year phases.</i>

06-07-26	Could DRC provide further information on the existing MEAL systems, frameworks, guidance, or tools that the consultant will be expected to review and build upon?	<i>DRC has a broad MEAL framework, the global MEAL Model, that describes MEAL in the six dimensions of Accountability, Planning for MEAL, MEAL Capacity, Results Management, Evaluation and Research, and Learning. In these dimensions, more detailed processes are described as relevant. Largely, DRC follows broad industry practice in MEAL, and its commitments across the six dimensions are aligned to the Core Humanitarian Standard and its commitments</i>
08-07-26	Alignment with existing MEAL systems: The TOR notes that the toolkit should adapt to and complement existing DRC MEAL systems and guidance. Could DRC confirm which MEAL tools, frameworks or guidance the consultant should expect to align with?	<i>DRC has a broad MEAL framework, the global MEAL Model, that describes MEAL in the six dimensions of Accountability, Planning for MEAL, MEAL Capacity, Results Management, Evaluation and Research, and Learning. In these dimensions, more detailed processes are described as relevant. Largely, DRC follows broad industry practice in MEAL, and its commitments across the six dimensions are aligned to the Core Humanitarian Standard and its commitments.</i>
06-07-26	Have the two innovation initiatives that will receive coaching-based support already been identified?	<i>We have a shortlist of active initiatives but aim to select the two together with the selected consultant as part of the assignment.</i>
07-07-26	To confirm eligibility: is a consultancy delivered through a registered U.S. legal entity (a US-registered LLC with a valid business identifier) eligible under the supplier registration requirement?	<i>Yes. If the consultancy has an LLC form and a valid business identifier separate from the owner, it can be accepted. The supplier should provide Articles of Organization (LLC) or Certificate of Incorporation, EIN letter, Certificate of Good Standing (if available), and W-9.</i>
08-07-26	Is there scope to incorporate participatory processes into Phase 3, recognising that such an approach may have implications for the assignment timeline?	<i>DRC welcomes proposals that include participatory processes where these are relevant and proportionate to the assignment. Bidders are encouraged to describe the proposed process clearly, including who would be involved, how it would be facilitated, and any concrete implications for the timeline. If participatory elements would require additional time or resources beyond the core assignment, these may be presented as optional or additional components in the proposal.</i>
08-07-26	Will stakeholder consultations be coordinated by DRC's internal team, or would the selected consultant be expected to coordinate these?	<i>DRC's internal team will support the organisation of stakeholder consultations.</i>
08-07-26	For the Portfolio Learning Synthesis Report, should the primary focus be on synthesising programmatic and technical learning from the innovation projects, or on reviewing the learning and evidence-generation processes currently in place across the portfolio? Similarly, should recommendations focus mainly on project/programme adaptation and thematic learning, or on strengthening the systems, tools and processes used to capture, document and apply learning and evidence?	<i>We expect the consultant(s) to take point of departure in current approaches to learning applied by the DRC Innovation Team and propose ways to improve this at portfolio and project level</i>
08-07-26	The RFP requires several documents to be "signed, stamped and submitted." Could DRC please confirm whether electronic signatures are acceptable for bid submission, and whether a digital company stamp is acceptable in place of a physical stamp? If a bidder is a formally registered UK limited company but does not routinely use a company stamp, would a signed PDF accompanied by the company registration certificate be considered administratively compliant?	<i>Yes, it is acceptable.</i>
08-07-26	The submission instructions state that bid documents should be submitted in PDF, JPEG, TIF or ZIP format, and that Word or Excel files will result in disqualification. Could DRC confirm that completed forms may be converted to PDF before submission, including the financial bid, and that editable versions are not required at bid stage?	<i>Yes, documents may be submitted in PDF/non-editable form.</i>
08-07-26	What IT systems, platforms or tools does DRC currently use for learning, evidence generation and knowledge sharing? For example, Excel, SharePoint, Power BI, DevResults, Tableau, etc.	<i>DRC uses Excel, Forms, SharePoint and Teams groups for sharing and contributing learning and evidence. These tools are used at individual and project levels and, to some extent, for historical portfolio-level aggregation.</i>

	Are these tools mainly used at individual or project level, or is learning and evidence already aggregated at portfolio or organisational level?	
08-07-26	Does DRC have a Learning Management System that can host SCORM packages?	<i>DRC uses a Learning Management System for staff learning and training. At this stage, the ability to host SCORM packages is not anticipated to be required under this assignment, and bidders should therefore not factor integration with DRC LMS into their proposed approach.</i>

Signed by : Nana Heltberg,



Date : 10.07.2026