Tender Questions & Answers

DANISH REFUGEE COUNCIL

FROM:	DANISH REFUGEE COUNCIL	
Tender no:	DKHQ_RFP_PR_00380013	
Tender title:	Development of excel based tool for cost allocation of shared costs to donor projects	
Tender issuing date:	30th January 2026	
Tender closure date:	13th February at 18:00 DK time	

DRC HQ has in reference to above tender received the following questions and hereby provides responsive answers by best endeavour to all relevant bidders:

Date	Question	Answer
02-02-2026	Could you please confirm whether the solution must be delivered strictly as an Excel-based tool, or whether there is flexibility in the technical stack (e.g., Excel as the front-end with supporting components such as Power Query/Power Pivot, or other lightweight tooling), provided the required outputs, traceability, and compatibility with Microsoft Dynamics are ensured ?	There is flexibility as long as it is user-friendly and functions well in environments with unstable internet connectivity. Our thinking is to use Excel to manage the data and business logic, potentially supplemented by simple Power-features for i.e. user-interface, data query etc.
03-02-2026	1) Dynamics Version: Could you please specify which Microsoft Dynamics product is currently in use? (e.g., Business Central, Finance & Operations (F&O), or an older version like NAV/AX). 2) Data Integration: Does the requirement for "integration points with Dynamics" imply a direct live connection (e.g., via OData/API) or should the tool be designed to process data exports (CSV/Excel) generated from Dynamics?	1) Dynamics version: Microsoft Dynamics 365 for Operations 2) Data integration: Live connection. DRC will be responsible for any development within Dynamics for download/upload of data to and from the cost allocation tool
04-02-2026	We do not believe this is the correct approach to solve your requirement, but instead by using Microsoft Business Process Model. Would it be allowed to present a solution based on this model instead of an Excel based solution?	Since we operate across multiple countries and contexts with unstable internet connectivity, varying staff capacity, and inconsistent master data quality, we have chosen to start with an Excel-based solution (possibly enhanced with simple Power features). This approach will allow us to gain experience before later developing a more robust, long-term solution.
10-02-2026	Could you please clarify the expected number of end-users for this tool? Specifically, we are interested in whether the tool will be used centrally at HQ or if it will be rolled out for use by controllers, finance managers, and budget holders across the 32 countries and various base,	The number of end-users hasn't been decided yet. We anticipate that the functionality will be run from HQ, but the final decision will be made together with the consultant. There is no doubt though, that the simulation reports will have to be distributed to project managers and finance in base-, area- and country offices, meaning 50-100 users globally

	area, and country levels where DRC operates	
10-02-2026	Is it possible to use Microsoft Copilot 365 (formerly Microsoft Office, Microsoft 365, incl Excel, SharePoint / Teams) and MS Dynamics 365 between project managers and finance in base-, area- and country offices, meaning 50-100 users globally or not? Do the DRC provide appropriate licenses to all of the participants?	DRC has licenses to Microsoft Office (not copilot) and MS Dynamics 365 for all users.
10-02-2026	1) What is the format and structure of the "Allocation key", the metric used to determine each receiving project's share of the shared costs? 2) What is the usual period of "The allocation process" of each month?	1) The allocation key is still to be determined, but it will probably be either 'hours' or 'direct costs' - information provided by Dynamics. 2) The allocation process will happen each month after soft closure (there will be a window of a few days for the allocation to be done).
10-02-2026	Can we get access to a sandbox/test environment with representative (anonymized) data, or will sample data be provided as flat exports?	Yes, access to either the sandbox or a flat file will be provided without delay
10-02-2026	What's the preferred data extraction method; OData feeds, Data Entities, direct SQL views, or exported CSV/Excel dumps that get refreshed monthly? This affects whether Power Query can pull live or whether we're building an import-and-transform workflow.	It should be live data. We hope to receive input/advice from the consultant on the best way to do this. DRC's developers will be responsible for any development within Dynamics, while the consultant must agree with the developers on the integration points
10-02-2026	What is the organizational governance of the data landscape? Who has ownership of the Dynamics data?	DRC, the Executive Director of FRISC
10-02-2026	Three donor groups are mentioned. Can we get a sample of the actual donor acceptance matrix showing which cost categories each group accepts/rejects?	The donor matrix will be shared at a later stage. We anticipate a methodology where costs are allocated to the most restrictive donor first, then the second most restrictive donor etc. An example of a cost category could be "stationary"
10-02-2026	For the sector staff allocation (subset of projects), how are projects "tagged" to receive sector-specific costs? Is this tagging in Dynamics or maintained externally	There is tagging in Dynamics (report sorting field) that could be used. We would like to discuss with the consultant whether it is better to use the master data from Dynamics (which we expect) or to maintain this data externally
10-02-2026	Is there a particular audit framework or donor audit standard the tool must satisfy?	No, but it must be possible to track an amount back to the original cost category and the used allocation key
10-02-2026	For the simulation report (pre-posting approval), who are the approvers, and is there an existing approval workflow in Dynamics or SharePoint, or does the Excel tool need to handle approval tracking?	The approvers will be the base-, area- and country project managers/finance staff. There is no approval workflow for this in Dynamics. It could be made in SharePoint, or it will be a manual exercise, which we of course would prefer to avoid
10-02-2026	The TOR says "the entire calculation, setup and bookings are saved for documentation." What's the expected retention format — archived Excel workbooks per month, or something else? How long must these be retained?	Must be archived for seven years (donor requirements). The bookings will be saved in Dynamics, so out of scope for this project, but the calculation must be archived outside Dynamics, i.e. Excel workbooks
10-02-2026	How many active projects does a typical country have simultaneously?	It varies a lot, but typically 10-30 active projects. Each project consists of several sub-projects

		(base, area, country and sector). It's not unusual that there are 20 subprojects under one header project
10-02-2026	The TOR mentions the tool should "ultimately be integrated with an Excel-based project budgeting tool with integration to Dynamics (still to be developed)." Is this future integration scoped, so compatibility can be taken into consideration?	The ToR for the project budget tool will be launched within the next two weeks
10-02-2026	Is there an existing allocation process (even manual or spreadsheet-based) we can review to understand current pain points and baseline logic?	DRC has a shared cost policy that will be shared at a later stage, together with examples of how the allocation is currently being done (very manual and decentralized process)

Yours sincerely,

DRC Supply Chain department

Date : 11th February 2026