

Annex A

Terms of Reference (TOR) for End of Program Learning

1 Who is the Danish Refugee Council?

The Danish Refugee Council (DRC) is Denmark's largest NGO. Founded in 1956, DRC assists refugees and displaced people, safeguarding rights and supporting self-reliance across the humanitarian-development-peace nexus. DRC works with displaced and host communities, delivering support in four core sectors: Protection; Economic Recovery; Humanitarian Disarmament & Peacebuilding; and Shelter, WASH, and Infrastructure.

DRC promotes localization as a central component of its response framework, guided by the principle of “as local as possible, as international as necessary.” Through this approach, DRC seeks to enable and strengthen local actors and systems to lead emergency response and advance solutions for people affected by conflict and displacement. DRC implements directly only where it adds clear value, reinforcing existing local initiatives rather than replacing or competing with them.

DRC's approach to engaging in partnerships with local actors is grounded in a deliberate shift of power through ongoing accompaniment and phased transfer of decision-making and leadership. DRC's role will increasingly shift from primary implementer to that of facilitator — providing effective and timely support to local partners.

2 Purpose of the consultancy

The purpose of this consultancy is to generate structured, evidence-based learning from DRC's four-year program to support the sustainability of strategic local civil society partners in Kenya, Yemen, and Myanmar. The consultancy will assess the extent to which the program's approach produced durable organizational change in partner organizations, identify which strategies and conditions drove the most meaningful results, and distil lessons that can inform how DRC and other INGOs design and resource similar locally led approaches in the future.

The consultancy encompasses two interconnected phases: an inception and evidence-gathering phase, an analysis, synthesis, and reporting phase (including a webinar presentation of findings to country office teams and HQ staff).

3 Background

DRC has been implementing a four-year program dedicated to enhancing the sustainability of strategic local partners in Yemen, Myanmar, and Kenya. The program serves as 'model programming' with the aim of generating replicable approaches based on documented learning and guidance coming out of

the lifespan of the program. The program contributes to building self-sustaining local leadership and response capacities in strategic local partners by investing in the areas of organizational development, flexible funding, financial sustainability, strengthened programmatic response capacities, and planned transition strategies to responsibly phase out of a donor/sub-grantee partnership.

The approach: Implementing country operations follow a participatory and adaptive programmatic approach that places partners at the core of the program. This includes partners leading the review and reflection process of their own vision for organizational growth; partners deciding which areas to prioritize and how (internally, externally, or with DRC support); partners leading on planning and budgeting out their plans; and DRC facilitating regular reviews that allow for adaptations to maximize impact on the partner's organizational outcomes. This approach puts DRC in the role of facilitator, supporter, and champion.

Examining roles and partnership itself is also part of the program. We have been piloting responsible transition planning with partners, whereby a phased approach is taken to discuss and agree on a future model for the partnership with each partner – one that shifts away from a traditional donor/sub-grantee relationship.

Intervention areas: While the first year focused on participatory planning with partners, including a comprehensive organizational self-assessment process, the following years focused on pursuing sustainability initiatives prioritized by the partners. These include: **1) organizational development** support to strengthen organizational leadership, governance, strategy, and policies; **2) financial sustainability** through financial management, resource mobilization, proposal development, and establishing income-generating activities through a for profit arm; **3) strengthened programmatic response capacities** through knowledge and systems strengthened in MEAL, project cycle management, and sectoral programmatic approaches; and **4) supporting locally driven policy reform**.

4 Objective of the consultancy

The objective of this consultancy is to enable DRC to draw rigorous, honest, and actionable learning from its flagship localization program — learning that is grounded in evidence from three distinct country contexts, reflects both what worked and what did not, and is presented in a form that is usable for DRC's localization approach, future program design, and external communication with donors and peers.

5 Scope of work and Methodology

The consultancy is structured across two phases

5.1 Phase 1: Inception and Evidence Gathering

The consultant will begin with an inception phase to review program documentation, refine the learning framework, and agree on methodology with DRC. This includes reviewing the program Theory of Change, annual reports and latest project planning documents, financial sustainability data, existing learning captured so far (case studies, briefs, partner testimonies). As well as global documentation such as global resources generated from the program and DRC's localization framing document. The consultant will develop an inception report setting out the proposed methodology, interview guide, document review framework, and workplan for DRC approval before proceeding to data collection. Following inception, the consultant will conduct remote key informant interviews with DRC country focal points, partner organization representatives, and relevant HQ staff. All data collection will be conducted remotely; no in-country travel is budgeted for this consultancy. The consultant should

propose a methodology that is appropriately sensitive to the variation in implementation depth across the three countries — Kenya and Yemen being the most substantively implemented, Myanmar the most contextually constrained — and should avoid applying a single analytical lens across all three.

5.2 Phase 2: Analysis, Synthesis, and Reporting

The consultant will analyze and synthesize findings across the five agreed learning questions, producing a final learning report and accompanying accessible learning brief. The analysis should be structured around the following learning framework, to be refined and agreed with DRC and country focal points.

Overall question: To what extent, and under what conditions, did the program's approach to supporting organizational sustainability produce durable change in partner organizations — change that is likely to persist beyond DRC's involvement?

1. **Demand-driven, participatory approach:** Did placing partners in the driver's seat of their own organizational development process produce meaningfully different outcomes compared to standard capacity development, and what were the conditions that made this work or not? Did partners experience the approach as genuinely placing them in the driver's seat — and where they did not, what structural or relational factors explain the gap?
2. **Financial sustainability:** Which financial sustainability strategies showed the most promising returns, and which required conditions — time, context, partner profile — that are unlikely to be replicable at scale? What level of investment — in time, DRC staff support, and direct funding — did different strategies require relative to the results achieved, and what does this suggest about which approaches are realistic for partners with more limited accompaniment?
3. **Responsible transition planning:** What does it actually take to shift a long-standing donor/sub-grantee relationship toward a more equitable model, and was the program able to get there?
4. **The partnership as a vehicle for local leadership:** To what extent can changes in partners' positioning and influence as locally led actors be attributed to this project specifically — and what is the evidence that these gains go beyond what partners would have achieved through their own trajectory or other partnerships?
5. **Replicability:** What is the minimum enabling conditions (e.g. DRC staffing, partner profile, funding structure, and time horizon) for this approach to be replicated in other DRC operations? Including whether and how staff working on this project shifted in their own understanding of equitable partnership, and what conditions supported that shift.

The learning report should be honest about what the evidence supports and does not support and should clearly distinguish between findings that apply across all three country contexts and those that are context specific.

Across all five learning areas, the consultant must seek and center partner perspectives as an equal source of evidence, to that of DRC's perspectives. Partner voice should not be limited to validating DRC's account of what happened but should actively probe whether partners experienced the approach as genuinely demand-driven and equitable, or whether power dynamics shaped their responses.

A draft report will be shared with DRC for review and comment before finalization.

6 Deliverables

The Consultant will submit the following deliverables as mentioned below:

Phase	Expected deliverables	Indicative description of tasks	Est. days	Max timeframe
Phase 1	Inception report, including refined methodology, interview guide, document review framework, and agreed workplan	Review program documents; conduct remote key informant interviews with country focal points, partner representatives, and HQ staff; submit inception report for DRC approval	8 days	By 15 September 2026
Phase 2	Draft and final learning report (max. 30 pages); accessible learning brief (max. 4 pages) suitable for external audiences; presentation of final findings via a one-hour webinar for implementing country office teams and relevant HQ staff	Analyze and synthesize findings across the learning themes; produce draft report for DRC review; incorporate feedback and submit final report and learning brief; prepare and deliver a one-hour online presentation of key findings, conclusions, and recommendations to country office focal points and HQ staff.	12 days	By 31 October 2026

The Consultant will provide documentation by email. All working and final versions of documents will be saved on a SharePoint folder provided to the consultant.

7 Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than **20 working days**.

The consultant shall be prepared to complete the assignment no later than **October 31, 2026**.

Payment will be provided upon completion of deliverables according to the payment schedule below:

Deliverable	Due Date	Approving Party	Associated Payment
Approved inception report	15 September 2026	Primary point of contact — Vassiliki Lembesis	40% of total contract value
Approved final learning report and learning brief	31 October 2026	Primary point of contact — Vassiliki Lembesis	60% of total contract value

8 Proposed Composition of Team

The composition of the consultancy team proposed should be reasonable against the expected deliverables. Proposals may be submitted by individual consultants or small teams. The lead consultant must clearly demonstrate experience in program learning, qualitative research, and synthesis within the humanitarian or development sector, with a strong grasp of localization and local partnership dynamics.

9 Eligibility, qualification, and experience required

Essential:

- Significant experience in program learning, evaluation, or knowledge management, particularly in the areas of localization, local partnership, or organizational development with civil society actors;
- Experience supporting INGOs, particularly humanitarian and/or development organizations; and
- Excellent analytical and writing skills, with a demonstrated ability to synthesis complex evidence from multiple sources into clear, accessible, and actionable learning products.

Desirable:

- Demonstrated experience designing or evaluating learning and knowledge management processes in humanitarian or development programs;
- Familiarity with localization policy debates and good practice in INGO-local partner relationships, including responsible transition planning;
- Experience working on organizational development or sustainability support to local civil society organizations in conflict-affected or fragile contexts;
- Contextual knowledge of one or more of the program's implementation countries (Kenya, Yemen, Myanmar) is an asset.

Qualification:

- A relevant degree or professional qualification demonstrating ability to deliver on all expected deliverables listed in this ToR;
- A postgraduate degree or equivalent qualification in a relevant field such as international development, humanitarian studies, social sciences, or organizational change.

Experience:

- A minimum of 10 years working for humanitarian and/or development organizations and/or an organization that produces practical resources on capacity development;
- Experience working with or within a similar INGO to DRC; and
- Experience conducting remote qualitative data collection and key informant interviews across diverse cultural and geographic contexts.

Skills and knowledge:

- Strong written and verbal communication skills, with a track record of producing high-quality learning reports and accessible knowledge products for diverse audiences;
- Familiarity with qualitative research methods and learning frameworks relevant to program evaluation, including Most Significant Change, contribution analysis, or developmental evaluation;
- Strong interpersonal skills and cultural sensitivity, with the ability to build trust and conduct sensitive conversations with partner organizations in conflict-affected contexts.

Language requirements:

- Written and spoken fluency in English is required;
- Arabic language skills are highly desirable given the Yemen country context; Burmese or Swahili would also be an asset.

10 Technical supervision

The selected consultant will work under the supervision of:

DRC's Global Advisor for Localization, Vassiliki Lembesis — vassiliki.lembesis@drc.ngo

11 Location and support

The consultancy is home-based. The consultant will provide their own computer and mobile telephone. DRC will provide relevant background documentation and key contacts at the start of the engagement.

12 Travel

This consultancy is home based, with data and evidence collected remotely, the proposed methodology should reflect these travel limitations.

13 Submission process

Please follow the instructions in INET_RFP_PR_00396998 Invitation letter.