

# Request for Proposal

DRC Headquarters  
Lyngbyvej 100  
2100 Copenhagen  
Denmark

9<sup>th</sup> June 2026

To interested companies

**Request for Proposal No.:** INET\_RFP\_PR\_00396998  
**Consultancy services for end of program learning**

Dear Sir/Madam:

The Danish Refugee Council (DRC) SPR (Strategy, Programming & Results) department at Headquarters is seeking the services of consultants for the generation of 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).

Therefore, DRC requests you submit your proposal. Please be guided by this RFP and the attached **Annex A – Terms of Reference (ToR)**.

Your proposal must be expressed in **English** and valid for a minimum period of **30 calendar days** from RFP closure date.

## I. TENDER DETAILS

The Tender details are as follows:

Line	Item	Time, date, address as appropriate
1	RFP published	Tuesday 9 <sup>th</sup> June 2026
2	Closing date for clarifications	<b>Thursday 18<sup>th</sup> June 2026 – UTC 12:00</b>
3	Closing date and time for receipt of Tenders	<b>Tuesday 30<sup>th</sup> June 2026 - UTC 18:00</b>
4	Tender Opening Location	DKHQ
5	Tender Opening Date	Tuesday 23 <sup>rd</sup> June 2026

**PLEASE NOTE: NO BIDS WILL BE ACCEPTED AFTER THE ABOVE CLOSING TIME AND DATE**

## II. IMPORTANT INFORMATION REGARDING THIS RFP:

- This RFP is launched for the purpose of establishing a contract with the provider for the consultancy services as per Annex A- Terms of Reference (ToR).
- DRC may choose to cancel the contract if deemed necessary.
- The expected duration of this service and the final delivery of the services and deliverables as per section 6 in Annex A – Terms of Reference (ToR).

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- DRC may terminate the contract if supplier fails to deliver services on time.
- No advance payment will be paid to the awarded supplier. The awarded supplier is expected to mobilize its own resources for the provision of the contracted services.
- The payment modality can be found in section 7 of Annex A – Terms of Reference (ToR).

### III. SELECTION AND AWARD CRITERIA

The criteria for awarding contracts resulting from this Tender is based on 'best value for money'. For the purpose of all tenders DRC defines best value for money as:

*Best value for money should not be equated with the lowest initial bid option. It requires an integrated assessment of technical, organizational and pricing factors in light of their relative importance (i.e., reliability, quality, experiences, and reputation, past performance, cost/fee realism, delivery time, reasonableness, need for standardization, and other criteria depending on the item to be procured).*

For all bids deemed technically compliant as per the specification stipulated in Annex A – Terms of Reference (TOR), DRC will give a weighted combined technical and financial score. The weighted score will determine the contract award.

#### A. Administrative Evaluation

A bid shall pass the administrative evaluation stage before being considered for technical and financial evaluation. Bids that are deemed administratively non-compliant may be rejected. Documents listed below shall be submitted with your bid.

#	Annex #	Document	Instructions
1	A	Terms of Reference (ToR)	Please sign, stamp and submit
2	A.1	Bid Form (Technical)	Complete ALL sections in full, sign, stamp and submit
3	A.2	Bid Form (Financial)	Submit the Financial bid envelop <i>Note: Financial bid should be separated from the technical bid. To be taken in consideration all the sections must be completed, signed and stamped.</i>
4	B	Tender and Contract Award Acknowledgement Certificate	Complete ALL sections in full, sign, stamp and submit <i>(Annex B can be found at the end of this RFP letter)</i>
5	C	General Conditions of Contract	Reference documents: <i>Please read and familiarize (will be required at the signing of contract).</i>
6	D	Supplier code of conduct	Sign, stamp and submit
7	E	Supplier Profile and Registration Form <i>(Please note that DRC exclusively enters contracts with formally registered legal entities that provide a valid, verifiable unique business identifier issued by a competent national authority. This unique business identifier must be separate from any personal identification or personal tax number assigned to a private individual. As of March 2025, this requirement applies to all newly contracted DRC suppliers, regardless of what may be accepted</i>	Complete ALL sections in full, sign, stamp and submit

		elsewhere, local legislation, exemptions, or past practices. DRC therefore does not contract with private individuals operating without formal company registration. This includes sole proprietors whose business activity is linked only to a personal tax number or personal identification number. )	
7	F	Consultant confidentiality & non-disclosure agreement (NDA)	Reference documents: <i>Please read and familiarize (will be required at the signing of contract).</i>
8	G	Company Registration certificate	Please submit

If any information required during the administrative evaluation is not provided by the bidders, DRC may choose to request bidders to supply this information within 48 hours of the tender opening. Please note that this is only applicable for documentation that does not alter the details in the bid, such as price information.

## B. Technical Evaluation

To be technically acceptable, the bid shall meet or exceed the stipulated requirements and specifications in the RFP. A Bid is deemed to meet the criteria if it confirms that it meets the conditions, procedures and specifications in the RFP without substantially departing from or attaching restrictions with them. If a Bid does not technically comply with the RFP, it will be rejected.

#	Annex #	Document	Instructions
1	H	CV	Please attach updated CV in own format outlining the consultant(s) background and experience
2	I	Technical proposal	Please attach technical proposal in own format outlining the proposed approach, team composition, and relevant experience, a detailed budget breakdown and a proposed workplan with indicative timelines for each deliverable as per Annex A- ToR.
3	J	One (1) example of a similar resource developed by the consultant	Please attach example in own format

For all bids deemed technically compliant as per the specification stipulated in Annex A – Terms of Reference (TOR), DRC will give a weighted combined technical and financial score. The weighted score will determine the contract award.

The technical criteria for this RFP and their weighting in the technical evaluation are:

Technical criteria #	Technical criteria	Weighting in technical evaluation 100%
1. Technical expertise & subject matter knowledge	Demonstrated experience in program learning, evaluation, or knowledge management in humanitarian settings; depth of understanding of localization, INGO–local partner dynamics, and responsible transition planning; familiarity	40%

	with organizational development approaches for local civil society actors; qualitative research methods (e.g. MSC, contribution analysis, KII design); contextual knowledge of one or more program countries (Kenya, Yemen, Myanmar) is an asset	
2. Proposed methodology & understanding of the Terms of Reference (ToR)	Quality and rigor of the proposed learning methodology; clarity of the approach to remote data collection and KII design across three country contexts; demonstrated understanding of variation in implementation depth across Kenya, Yemen, and Myanmar; approach to centering partner voice across all learning areas; feasibility of proposed workplan and timelines against the 20-day allocation	40%
3. Organisational capacity, track record, and team composition	Minimum 10 years' experience in humanitarian and/or development organizations; demonstrated track record of producing high-quality learning reports and accessible knowledge products; relevant prior work with or within INGOs of comparable scale to DRC; reasonableness of proposed team composition against deliverable scope; quality of writing samples or examples of prior learning products.	20%
	<b>Total</b>	<b>100%</b>

Please note that bids shall respond to all criteria, or their bid may be disqualified. Please note that bids shall respond to all criteria, or their bid may be disqualified. The overall weighted score for each bidder would be calculated as described above. However, **only the bidders with the highest scores may be invited to an interview stage, up to a maximum of 3 bidders.**

#### C. Financial Evaluation

All bids that pass the Technical Evaluation will proceed to the Financial Evaluation. Bids that are deemed technically non-compliant will not be financially evaluated.

Any discrepancy between the unit price and the total price shall be re-computed by DRC, and the unit price shall prevail, and the total price shall be corrected. If the bidder does not accept the final price based on DRC's re-computation and correction of errors, its Bid will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by DRC after it has received the Proposal.

#### IV. TENDER PROCESS

The following processes will be applied to this Tender:

- Tender Period
- Tender Closing
- Tender Opening
- Administrative Evaluation
- Technical Evaluation (1 or 2 round(s) for shortlisted bidders)
- Financial Evaluation
- Contract Award
- Notification of Contract Award

## **V. SUBMISSION OF BIDS**

Bidders are solely responsible for ensuring that the full bid is received by DRC in accordance with the RFP requirements, prior to the specified date and time mentioned above. DRC will consider only those portions of the bids received prior to the closing date and time specified.

All responsive Bids shall be written on the **DRC Bid Form (Annex A.1 and A.2) – Annex A.1 template is optional; the bidder can provide their own technical**

Beyond the DRC Bid Form all documents as mentioned under A. Administrative evaluation and B. Technical evaluation are to be submitted within the indicated time and date as set forth in page 1.

Bids submitted by mail is at the Bidders risk and DRC takes no responsibility for the receipt of such Bids.

Bidders are solely responsible for ensuring that the full Bid is received by DRC in accordance with the RFP requirements.

### **A. Email submission**

Bids can be submitted by email to the following dedicated, controlled, & secure email address:

**tender@drc.ngo**

When Bids are emailed, the following conditions shall be complied with:

- **The RFP number shall be inserted in the Subject Heading of the email**
- **Separate emails shall be used for the ‘Financial Bid’ and ‘Technical Bid’, and the Subject Heading of the email shall indicate which type the email contains**
  - The financial bid shall only contain the financial bid form, Annex A.2
  - The technical bid shall contain all other documents required by the tender, but excluding all pricing information
- Bid documents required, shall be included as an attachment to the email in PDF, JPEG, TIF format, or the same type of files provided as a ZIP file. Documents in MS Word or excel formats, will result in the bid being disqualified.
- Email attachments shall not exceed 4MB; otherwise, the bidder shall send his bid in multiple emails.

*Failure to comply with the above may disqualify the Bid.*

DRC is not responsible for the failure of the Internet, network, server, or any other hardware, or software, used by either the Bidder or DRC in the processing of emails.

DRC is not responsible for the non-receipt of Bids submitted by email as part of the e-Tendering process.

**Bids can be submitted in one of two ways; hardcopy or electronically. If the Bidder submits a Bid in both Hardcopy and electronically, DRC will choose the version that is the most advantageous to DRC.**

## **VI. COMPLETION OF BID FORM**

### **A. Prices Quoted**

Any discount offered shall be included in the Bid price.

**B. Currency**

The currency of the Bid shall be in **Danish krone (DKK)**. No other currencies are acceptable.

**C. Language**

The Bid Form, and all correspondence and documents related to this RFP shall be in **English**.

**D. Presentation**

Bids shall be clearly legible. Prices entered in lead pencil will not be considered. All erasures, amendments, or alterations shall be initialed by the signatory to the Bid. Do not submit blank pages of the Bid Form and/or schedules which are unnecessary for your offer. All documentation shall be written in **English**. All Bids shall be signed by a duly authorized representative of the Bidder.

**E. Split Awards**

DRC reserves the right to split awards.

**F. Validity Period**

Bids shall be valid for **30 calendar days** from the date of Bid closure. DRC reserves the right to determine, at its sole discretion, the validity period in respect of Bids which do not specify any such maximum or minimum limitation.

**VII. ACCEPTANCE**

DRC reserves the right, at its sole discretion, to consider as invalid or unacceptable any Bid which is a) not clear; b) incomplete in any material detail such as specification, terms delivery, etc.; or c) not presented on the Bid Form – and to accept or reject any amendments, withdraws and/or supplementary information submitted after the time and date of the RFP Closure.

**VIII. AWARD OF CONTRACTS**

This RFP does not commit DRC to award a contract or pay any costs incurred in the preparation or submission of Bids, or costs incurred in making necessary studies for the preparation thereof, or to procure or contract for services. Any bid submitted will be regarded as an offer made by the Bidder and not as an acceptance by the Bidder of an offer made by DRC. No contractual relationship will exist except pursuant to a written contract document signed by a duly authorized official of DRC and the successful Bidder.

DRC may award contracts for part quantities or individual items. DRC will notify successful Bidders of its decision with respect to their Bids as soon as possible after the Bids are opened. DRC reserves the right to cancel any RFP, to reject any or all Bids in whole or in part, and to award any contract.

Suppliers who do not comply with the contractual terms and conditions including delivering different products and of different origin than stipulated in their Bid and covering contract may be excluded from future DRC RFPs.

**IX. CONFIDENTIALITY**

This RFP or any part hereof, and all copies hereof shall be returned to DRC upon request. This RFP is confidential and proprietary to DRC, contains privileged information, part of which may be copyrighted, and is communicated to and received by Bidders on the condition that no part thereof, or any information concerning it may be copied, exhibited, or furnished to others without the prior written consent of DRC, except that Bidders may exhibit the specifications to prospective subcontractors for the sole purpose of obtaining offers from them. Notwithstanding the other provisions of the RFP, Bidders will be bound by the contents of this paragraph whether or not their company submits a Bid or responds in any other way to this RFP.

#### **X. COLLUSIVE BIDDING AND ANTI-COMPETITIVE CONDUCT**

Bidders and their employees, officers, advisers, agent or sub-contractors shall not engage in any collusive bidding or other anti-competitive conduct or any other similar conduct, in relations to:

- The preparation of submission of Bids,
- The clarification of Bids,
- The conduct and content of negotiations,
- Including final contract negotiations,

In respect of this RFP or procurement process, or any other procurement process being conducted by DRC in respect of any of its requirements.

For the purpose of this clause, collusive bidding, other anti-competitive conduct, or any other similar conduct may include, among other things, the disclosure to, exchange or clarification with, any other Bidder, person or entity, of information (in any form), whether or not such information is commercial information confidential to DRC, any other Bidder, person or entity in order to alter the results of a solicitation exercise in such a way that would lead to an outcome other than that which would have been obtained through a competitive process.

#### **XI. IMPROPER ASSISTANCE**

Bids that, in the sole opinion of DRC, have been compiled:

- With the assistance of current or former employees of DRC, or current or former contractors of DRC in violation of confidentiality obligations or by using information not otherwise available to the public or which would provide a non-competitive benefit,
- With the utilization of confidential and/or internal DRC information not made available to the public or to the other Bidders,
- In breach of an obligation of confidentiality to DRC, or contrary to these terms and conditions for submission of a Bid, shall be excluded from further consideration.

Without limiting the operation of the above clause, a Bidder shall not, in the absence of prior written approval from DRC, permit a person to contribute to, or participate in, any process relating to the preparation of a Bid or the procurement process, if the person has at any time during the 6 months immediately preceding the date of issue of this RFP was an official, agent, servant, or employee of, or otherwise engaged by, DRC and was engaged directly, or indirectly, in the planning or performance of the requirement, project, or activity to which this RFP relates.

#### **XII. CORRUPT PRACTICES**

DRC has zero tolerance for corruption.

The Bidder represents and warrants that neither it nor any of its potential subcontractors are engaged in any form of corruption, defined by DRC as the misuse of entrusted power for private gain.

This definition is not limited to interactions with public officials and covers both attempted and actual corruption, as well as monetary and non-monetary corruption. The definition includes, but is not limited to, corruption in the form of: facilitation payments, bribery, gifts constituting an undue influence, kickbacks, favouritism, cronyism, nepotism, extortion, embezzlement, misuse of confidential information, theft, and various forms of fraud, such as forgery or falsification of documents, and financial or procurement fraud. No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted – directly or indirectly – as an inducement or reward in relation to activities funded by DRC, including tendering, award or execution of contracts. DRC reserves the right, without prejudice to any other right or remedy available to it, according to any violation of this clause to immediately reject the submitted offer, and to take such additional action, civil and/or criminal, as may be appropriate.

The Bidder agrees to accurately communicate DRC's policy with regards to Anti-Corruption to Third Parties. The Bidder furthermore agrees to inform DRC immediately of any suspicion or information it receives from any source alleging a violation of this policy to the contact details of the specific DRC country operations via [www.drc.dk/where-we-work](http://www.drc.dk/where-we-work), or via DRC's Code

of Conduct Reporting Mechanism: [www.drc.dk/relief-work/concerns-complaints/code-of-conduct-reporting-mechanism](http://www.drc.dk/relief-work/concerns-complaints/code-of-conduct-reporting-mechanism). Reports of suspected corruption can also be reported directly to DRC HQ at [c.o.conduct@drc.dk](mailto:c.o.conduct@drc.dk).

### **XIII. CONFLICT OF INTEREST**

A Bidder shall not, and shall ensure that its employees, officers, advisers, agents or subcontractors do not place themselves in a position that may, or does, give rise to an actual, potential or perceived conflict of interest between the interests of DRC and the Bidder's interests during the procurement process.

If during any stage of the procurement process or performance of any DRC contract a conflict of interest arises, or appears likely to arise, the Bidder shall notify DRC immediately in writing, setting out all relevant details of the situation, including those cases in which the interests of the Bidder conflict with the interests of DRC, or cases in which any DRC official, employee or person under contract with DRC may have, or appear to have, an interest of any kind in the Bidder's business or any kind of economic ties with the Bidder. The Bidder shall take steps as DRC may reasonably require, to resolve or otherwise deal with the conflict to the satisfaction of DRC.

### **XIV. WITHDRAWAL/MODIFICATION OF BIDS**

Requests to withdraw a Bid after the Bid Closure Time shall not be honoured. If the selected Bidder withdraws its Bid, DRC shall duly register the said Bid and shall evaluate it alongside all other received Bids. If the selected Bidder has furnished a Bid security, DRC shall withhold such Bid security until the issue has been resolved.

Withdrawal of a Bid may result in your suspension or removal from the DRC suppliers List.

A Bidder may modify its Bid prior to the RFP closure. Any such modification shall be submitted in writing and in a sealed envelope, marked with the original Bid number. No modification shall be allowed after the RFP closure.

### **XV. LATE BIDS**

All Bids received after the RFP closure will be rejected.

### **XVI. OPENING OF THE RFP**

The Tender Opening will take place at the time and location stated above.

Any attempt by a Bidder to influence the Evaluation Committee in the process of examination, clarification, evaluation and comparison of tenders, to obtain information on how the procedure is progressing or to influence DRC in its decision concerning the award of the contract will result in the immediate rejection of the tender.

### **XVII. CONDITIONS OF CONTRACT**

All Bidders shall acknowledge that the DRC General Conditions of Contract or the Special Conditions of Contract, as applicable, are acceptable.

### **XVIII. CANCELLATION OF THE RFP**

In the event of an RFP cancellation, Bidders will be notified by DRC. If the RFP is cancelled before the outer envelope of any Bid has been opened, the sealed envelopes will be returned, unopened, to the Bidders.

The RFP may be cancelled in the following situations:

- where no qualitatively or financially worthwhile Bid has been received or there has been no response at all;
- the economic or technical parameters of the project have been fundamentally altered;
- exceptional circumstances or force majeure render normal performance of the project impossible;
- all technically compliant Bids exceed the financial resources available; or
- there have been irregularities in the procedure, in particular where these have prevented fair competition.



DRC shall not be liable for damages, whatever their nature (in particular damages for loss of profits) or relationship to the cancellation of an RFP, even if DRC has been advised of the possibility of damages. The publication of a procurement notice does not commit DRC to implement the programme or project announced.

**XIX. QUERIES ABOUT THIS RFP**

For queries on this RFP, please contact [procurement.hq@drc.ngo](mailto:procurement.hq@drc.ngo)

All questions regarding this RFP shall be submitted in writing to the above. On the subject line, please indicate the RFP number. **Bids shall not be sent to the above email.**

All questions during the tender period, as well as the associated answers, will be shared with all suppliers invited, or for open tenders published at: [https:// drc.ngo/en/tenders/](https://drc.ngo/en/tenders/)

**XX. RFP DOCUMENTS**

This RFP document contains the following:

1. This covering Letter
2. Annex A: Terms of Reference (ToR)
3. Annex A.1 & A.2 Technical and Financial bid forms
4. Annex B: Tender and Contract Award Acknowledgment Certificate
5. Annex C: DRC General Conditions of Contract
6. Annex D: DRC Supplier Code of Conduct
7. Annex E: Supplier Profile and Registration
8. Annex F: Consultant confidentiality & non-disclosure agreement (NDA)

Under DRC's Anticorruption Policy Bidders shall observe the highest standard of ethics during the procurement and execution of such contracts. DRC will reject a Bid if it determines that the Bidder recommended for award, has engaged in corrupt, fraudulent, collusive, or coercive practices in competing for, or in executing, the Contract.

Yours sincerely

DRC HQ Supply Chain Procurement Department

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