

**DRC**

**Terms of Reference (TOR)**

**for**

***BUSINESS DEVELOPMENT, STRATEGY  
&  
PROGRAMME DESIGN***

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## **1. Who is the Danish Refugee Council?**

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Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. Active in 40 countries with 9,000 employees and supported by 7,500 volunteers, DRC protects, advocates, and builds sustainable futures for refugees and other displacement affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence. DRC has been operational in Somalia since 1998 and is currently among the largest international non-governmental organisations (INGOs) in the country, with country-wide programmes implemented through six main offices and nine sub-offices in South Central Somalia, Somaliland, Puntland and Galmudug regions. Somalia is vulnerable to extreme weather patterns and remains in a protection crisis where armed conflict, insecurity and natural disasters trigger the displacement of thousands of people.

## **2. Purpose of the consultancy**

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To facilitate the work of the country office, the **Danish Refugee Council Somalia** seeks to establish a roster with Consultancy Firms to provide business development, strategy and program design and proposal development services, to support the implementation of our work for the next 3 years.

### 3. Background

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Thanks to the quality of its work globally, DRC has gained an increasing level of trust from a diverse group of donors and is implementing a growing number of projects. Consequently, the organisation's need to maintain and adjust where necessary its strategy and develop competitive and high-quality proposals as new opportunities emerge. Those processes need to remain agile and responsive to changing circumstances and arising opportunities. To respond to this context, DRC wishes to strengthen and complement its existing programme development capacity, by **establishing a dedicated roster of highly skilled and experienced strategy, program and proposal development consultants, whose support can be activated by the country office, on a needs basis.**

Service providers with whom DRC Somalia chooses to establish this roster **are pre-qualified technically and financially** and will only have to participate in further financial bidding, for provision of the specific services required by DRC Somalia. Once selected for a certain service delivery, the engaging DRC operation provides payment for services rendered following the signature of the consultancy contract for the specified deliverables and within the established and agreed timeframe.

Note: While at times there may be multiple requests, at other times no services may be required. Services would usually be rendered remotely, but on specific occasions they might be requested in-person both in Kenya and/or in Somalia.

### 4. Objective of the consultancy

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The objective of the consultancy is to provide support to DRC Somalia in following areas:

- A. Undertaking specific tasks related to strategy and program design and revision, including research, facilitation and other inputs.
- B. Business development, including development of project concept notes, proposals, bids for resource mobilization.

Specifically, the consultant will provide services on:

Strategy and program design:

- 1. Strategy and program reviews methodology and tool design, review;
- 2. Context analysis, including political, conflict, access, economic analysis;
- 3. Needs assessments, baseline-endline studies, after action reviews and evaluations;
- 4. Facilitating workshops and events;
- 5. Drafting and review of relevant documents;
- 6. Mapping donor priorities and strategies, funding windows, developing fundraising plans.

Business development:

- 1. Design the methodology and process of proposal, bid or concept note development;
- 2. Review donor guidelines and instructions to ensure proposal is aligned with donor expectations, formats and regulations;
- 3. Review all key documents shared by DRC, research & review additional relevant documents & information, and any other potential technical sectoral guidelines necessary for the proposal;
- 4. Review and ensure the technical input from the relevant DRC country operations and technical leads links coherently into overall design and clearly articulates the intended outcome and impact;

5. Develop, review, edit and format proposals, and concept notes, ensuring high quality standards;
6. Develop and follow a mutually agreed timelines for the submission of draft versions of the proposal and preliminary budget before completing the final version;
7. Contribute to the budget development and ensuring the budget and the proposal are aligned.

## 5. Scope of work and Methodology

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The scope of works will be in response to specific strategy or program review needs and/or resource mobilization opportunities within the specialties of the Danish Refugee Council in Somalia including:

Urban and rural economic recovery, sustainable livelihoods, resilience building, climate adaptation, mixed-migration, protection (including GBV, Child Protection, ICLA and other protection activities), WASH, emergency response, market-based aid delivery systems, humanitarian access, CCCM, anticipatory action, IDP and refugee durable solutions, and addressing root causes of conflict, humanitarian peacebuilding.

NB. Consultants need to have expertise in at least one technical area listed above.

It will also target specific bilateral donors, multi-lateral institutions and MFIs, and the private sector/corporate/philanthropic community; consultants chosen for specific assignments will have experience with such donors.

The Danish Refugee Council seeks consultants and/or consultancy firms with significant previous experience and technical capacity in the following areas:

### **Programme sector experience:**

- Protection
- Food Security, Livelihoods and Economic Recovery
- Humanitarian Disarmament and Peace Building
- Shelter & Settlements
- Camp Coordination and Camp Management

### **Cross-functional programme focus:**

- Climate change adaptation
- Early warning and anticipatory action
- Safety nets and shock responsive social protection
- Nature based solutions
- Mixed-migration
- Durable Solutions
- Addressing root causes of conflict
- Localisation and Civic society capacity building

### **Donor specific experience:**

- European Union
- USAID/State

- Major bilateral donors
- UN operational agencies
- Multi-lateral development banks including ADB, AIIB, World Bank, or Islamic Development Bank
- Philanthropic foundations
- Private sector

#### **Geographical experience**

- All of Somalia including Somaliland
- Regional and cross-border programs (Yemen, Djibouti, Ethiopia, Kenya)

DRC requests all qualified consulting companies to submit proposals with the services they can provide, as we do not expect one Consultant to provide all proposal development and programme design services stated in the TOR but rather focus on deep technical expertise in at least one specific area. As part of the review process, bidders will need to include samples of work, previous clients lists, references/recommendations as well as pricing information.

## **6. Deliverables**

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Please see above.

## **7. Duration, timeline, and payment**

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DRC intends to enter into a Purchase Agreement with the Successful Consultancy Firms for an initial Period of 12 Months, with a possibility of extension for an additional period of 24 Months, dependent on Satisfactory performance and agreement by both Parties

Payment will be made within 30 days after 100% completion of deliverables for every assignment, issuance of a certificate of Completion and receipt of Invoice by DRC.

## **8. Proposed Composition of Team**

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N/A

## **9. Eligibility, qualification, and experience required**

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#### **Essential:**

- A minimum of five (5) years of relevant experience related to technical sector of expertise, programme design, proposal development, and fundraising, with clear strengths in linking analysis and evidence-base to programme, advocacy, and policy outcomes
- Master's degree in international development, International Human Rights Law or related higher degree
- Demonstrated record of developing successful grant proposals to both governmental agencies and private foundations
- Experience developing donor proposals including multi-partner and consortia-led submissions
- Experience developing multi-country, cross-border, and regional proposals and budgets
- Demonstrated knowledge of the use of the latest versions of donor regulations and templates

- Excellent understanding of the issues and stakeholders relevant to humanitarian context in Somalia
- Demonstrated ability to facilitate stakeholder engagement effectively and inclusively on complex programme/proposal design, in a timely manner
- Strong facilitation skills and ability to coordinate, collaborate, analyse and draw out technical input from partners, working remotely.
- Excellent analytical, interpersonal, communication and writing skills
- Ability to work across multiple time zones.
- Fluency in written and spoken English

*Please note that DRC will only contract consultants that are tax registered for the provision of their consultancy services.*

## 10. Technical supervision

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Candidates invited to enter the roster will be managed by the Head of Programs and Regional Business development team.

## 11. Location and support

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Assignments may be undertaken remotely, and no travel is expected, unless expressly invited by the country operations relevant to the assigned tasks. In such case individual arrangements will be made.

The Consultant will provide her/his own computer and mobile telephone.

## 12. Travel

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Please see above.

## 13. Submission process

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Please refer to the RFP Invitation Letter

## 14. Evaluation of bids

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Please refer to the RFP Invitation Letter