

DANISH REFUGEE COUNCIL (DRC)

Sudan Country Office

TERMS OF REFERENCE (ToR)

Request for Proposal (RFP)

Provision of Safety Information and Security Analysis Services

Contract Type: One-Year Purchase Agreement

RFP Reference: *To be assigned*

Issuing Office: Danish Refugee Council (DRC) – Sudan Country Office

Project Location: Sudan

Issue Date: *To be completed*

Contract Duration: Twelve (12) Months, with the possibility of extension in accordance with DRC procurement procedures and subject to satisfactory supplier performance.

Document Control

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Revision History

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1.0	TBD	Initial Issue	DRC Sudan

Acronyms and Definitions

Acronym	Definition
DRC	Danish Refugee Council
RFP	Request for Proposal
ToR	Terms of Reference
PA	Purchase Agreement
KPI	Key Performance Indicator
GIS	Geographic Information System
SITREP	Situation Report
NGO	Non-Governmental Organization
INGO	International Non-Governmental Organization
PSEA	Protection from Sexual Exploitation and Abuse

1. Background

The Danish Refugee Council (DRC) is an international humanitarian organization that provides protection and assistance to refugees, internally displaced persons (IDPs), returnees, and host communities affected by conflict, displacement, and natural disasters.

DRC has maintained a long-standing operational presence in Sudan, delivering humanitarian programmes across multiple sectors, including Protection, Shelter and Settlements, Camp Coordination and Camp Management (CCCM), Economic Recovery, Humanitarian Disarmament and Peacebuilding, Water, Sanitation and Hygiene (WASH), and Emergency Response.

The operational environment in Sudan remains highly dynamic and complex. Armed conflict, population displacement, political developments, criminality, infrastructure limitations, and humanitarian access constraints require continuous monitoring and timely security analysis to support informed operational decision-making and fulfil DRC's Duty of Care obligations towards its personnel, partners, and programme activities.

To strengthen situational awareness and support evidence-based security risk management, DRC intends to establish a Purchase Agreement with a qualified and experienced service provider capable of delivering comprehensive safety information, security monitoring, incident reporting, analytical products, and advisory services covering Sudan and, where required, neighboring countries that may influence DRC's operational context.

The selected supplier shall provide reliable, impartial, and timely safety information and security analysis products that enable DRC to anticipate emerging risks, enhance operational planning, improve staff safety, and support strategic decision-making throughout the duration of the contract.

2. Purpose of the Assignment

The purpose of this assignment is to engage a specialized service provider to deliver comprehensive safety information and security analysis services that support DRC Sudan's security risk management framework and operational decision-making.

The selected supplier shall provide continuous monitoring of the security environment, collect and verify information from multiple reliable sources, produce analytical products, disseminate timely alerts, and provide advisory support to DRC in accordance with the requirements specified in this Terms of Reference.

The services shall contribute to:

- Enhancing situational awareness across DRC operational areas.
 - Supporting timely and informed operational and security decisions.
 - Improving the safety and security of DRC personnel, assets, and operations.
 - Strengthening preparedness for emerging security threats and humanitarian access constraints.
 - Providing high-quality analytical products that support both operational and strategic planning.
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3. Objectives

The overall objective of this procurement is to establish a long-term contractual arrangement with a competent service provider capable of delivering high-quality, reliable, and timely safety information and security analysis services.

The specific objectives are to:

3.1 Operational Objectives

- Provide continuous monitoring of security developments affecting DRC operations.
- Deliver verified and actionable safety information.
- Support operational planning through timely security analysis.
- Improve DRC's situational awareness.
- Facilitate rapid dissemination of security alerts.
- Support emergency response planning.

- Enhance travel risk management.
- Improve humanitarian access analysis.
- Provide safety advisories that assess the potential operational impact of security developments and support informed decision-making.
- Provide conflict outlooks identifying likely short-, medium-, and long-term conflict trends.
- Develop scenario-based analyses and planning products to support contingency planning and operational preparedness.

3.2 Strategic Objectives

- Strengthen DRC's security risk management framework.
- Support evidence-based decision-making.
- Improve organisational resilience.
- Enhance Duty of Care compliance.
- Strengthen crisis preparedness.
- Improve coordination through reliable information products.

3.3 Expected Outcomes

At the conclusion of the contract, DRC expects:

- Improved availability of reliable security information.
- Faster access to verified incident reporting.
- High-quality analytical products that support operational decisions.
- Increased organisational preparedness.
- Improved security planning.
- Effective support during security incidents and emergencies.

4. Contract Arrangement

The successful bidder shall enter into a **Purchase Agreement** with the Danish Refugee Council (DRC) for the provision of Safety Information and Security Analysis Services. The Purchase Agreement shall establish the general terms and conditions governing the provision of the Services throughout its duration.

Specific service requirements shall be commissioned through individual **Purchase Orders (POs)** issued by DRC as operational needs arise. Each Purchase Order shall specify, as applicable, the scope of services, delivery period, deliverables, reporting requirements, and any other applicable contractual requirements.

The Purchase Agreement shall have an initial duration of **twelve (12) months**, with the possibility of extension subject to satisfactory supplier performance, continued operational requirements, budget availability, and DRC procurement procedures.

The execution of a Purchase Agreement does not constitute a guarantee of any minimum purchase volume, contract value, or number of Purchase Orders. DRC reserves the right to issue Purchase Orders based solely on operational needs, programme priorities, and the availability of funding.

The Supplier shall maintain the required technical capacity, qualified personnel, operational readiness, systems, and resources necessary to deliver the Services throughout the duration of the Purchase Agreement.

Payment shall be made only for Services that have been satisfactorily delivered under the applicable Purchase Order and accepted by DRC, in accordance with the terms of the Purchase Agreement, the relevant Purchase Order, and the agreed payment conditions. No payment shall be made for Services that have not been requested through an authorised Purchase Order.

The Purchase Agreement shall be managed by the DRC Sudan Safety Department as the technical lead, in close coordination with the Supply Chain Department, which shall be responsible for contract administration, supplier performance monitoring, and ensuring compliance with the contractual obligations of the Purchase Agreement.

5. Scope of Services

5.1 General Requirement

The Supplier shall provide comprehensive safety information, security monitoring, incident reporting, analytical products, and advisory services to support the Danish Refugee Council (DRC) Sudan Country Office in maintaining situational awareness, supporting security risk management, and enabling informed operational and strategic decision-making.

The Services shall be delivered in accordance with the requirements of the Purchase Agreement and the applicable Purchase Orders issued by DRC, and shall comply with the Service Level Agreements (SLAs), Key Performance Indicators (KPIs), and reporting requirements specified in this Terms of Reference.

The Supplier shall maintain the technical capability, qualified personnel, systems, operational readiness, and resources necessary to ensure the continuous and effective delivery of the Services throughout the duration of the Purchase Agreement.

5.2 Geographic Coverage

The Supplier shall provide services covering:

- All states and operational areas within Sudan where DRC operates or intends to operate.
- Cross-border developments that may affect DRC operations in Sudan.

- Regional security developments that may have a direct or indirect impact on DRC operations in Sudan.

The Supplier shall demonstrate the capability to monitor security developments at national, state, and local levels.

5.3 Continuous Security Monitoring

The Supplier shall maintain continuous monitoring of the security environment through a structured information collection and analysis process.

Monitoring shall include, but not be limited to:

- Armed conflict and military developments.
- Civil unrest, demonstrations, and political events.
- Criminal activity affecting humanitarian actors.
- Humanitarian access constraints.
- Humanitarian access constraints and relevant political developments that may affect humanitarian operations.
- Road safety and transport disruptions.
- Border closures and restrictions.
- Infrastructure disruptions.
- Natural hazards affecting operations.
- Public health events with security implications.
- Threats against humanitarian personnel and assets.

Information shall be collected from multiple credible sources and verified before dissemination whenever practicable.

5.4 Incident Collection and Verification

The Supplier shall collect, verify, classify, and maintain records of current and previous security incidents relevant to DRC operations.

Each incident report should include, where available:

- Date and time.
- Geographic location.
- Incident type.
- Narrative summary.
- Source reliability assessment.
- Impact assessment.

- Operational implications.
- Recommended actions.

The Supplier shall apply a consistent incident classification methodology throughout the contract period.

5.5 Security Alerts

The Supplier shall issue timely security alerts to designated DRC focal points whenever developments may affect personnel safety, programme implementation, humanitarian access, or organizational assets.

Security alerts shall include:

- Critical Alerts.
- High-Priority Alerts.
- Advisory Notifications.
- Routine Security Updates.

Each alert shall contain:

- Summary of the incident.
- Location.
- Time.
- Credibility assessment.
- Potential operational impact.
- Recommended immediate actions.

Where appropriate, alerts shall include maps, supporting imagery, or relevant reference materials.

5.6 Security Analysis

The Supplier shall provide analytical products that enable DRC to understand evolving security trends and their potential operational implications.

Analytical products shall include:

- Daily summaries (where applicable).
- Weekly Security Situation Reports.
- Monthly analytical reports.
- Quarterly trend analysis.

- Conflict dynamics assessments.
 - Humanitarian access analysis.
 - Forecasts of emerging risks.
 - Operational impact assessments and recommendations to support Programme continuity, humanitarian access, and operational decision-making.
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5.7 Bespoke Analytical Support

Upon request, the Supplier shall provide tailored analytical products to support DRC operational planning.

These may include:

- Area Security Assessments.
- Travel Risk Assessments.
- Election or political event monitoring.
- Emergency security assessments.
- Programme expansion assessments.
- Briefings for visiting personnel.
- Incident-specific analysis.
- Strategic risk assessments.

Requested products shall be delivered within the agreed response time.

5.9 Geographic Information System (GIS) Support

Where available, the Supplier shall provide mapping products to support security analysis.

Products may include:

- Incident maps.
- Conflict trend maps.
- Humanitarian access maps.
- Road status maps.
- Administrative boundary maps.
- Risk heat maps.

Maps shall be provided in formats suitable for operational planning and reporting.

5.10 Advisory Services

The Supplier shall provide professional advice relating to security developments affecting DRC operations.

Support may include:

- Interpretation of security developments.
- Operational risk discussions.
- Travel planning advice.
- Security briefings.
- Emergency consultation.
- Recommendations on risk mitigation.

Advisory services shall be delivered by suitably qualified analysts with demonstrated regional expertise.

5.11 Emergency Response Support

In the event of a significant security incident affecting DRC operations, the Supplier shall provide enhanced analytical and advisory support, including:

- Priority monitoring.
 - Provide specialized analytical, advisory and negotiation skills support during critical security incidents, including kidnapping, detention, evacuation, or other high-impact events, where requested by DRC.
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5.12 Information Quality Standards

All information and analytical products shall be:

- Accurate.
- Timely.
- Objective.
- Relevant.
- Clearly written.
- Evidence-based.
- Consistently formatted.
- Free from political or commercial bias.

The Supplier shall maintain documented quality assurance procedures to ensure the accuracy, consistency, reliability, and timely delivery of all information and analytical products.

6. Supplier Roles and Responsibilities

The Supplier shall provide the Services described in this Terms of Reference and maintain the technical capability, qualified personnel, operational readiness, systems, and resources necessary to deliver the Services throughout the duration of the Purchase Agreement.

6.1 Operational Responsibilities

The Supplier shall:

- Maintain continuous monitoring of the security environment relevant to DRC operations.
- Collect, verify, analyse, and disseminate security information obtained from reliable and credible sources.
- Deliver reports, alerts, and analytical products within the agreed timelines.
- Maintain sufficient qualified personnel and operational capacity to ensure continuity of the Services.
- Ensure the availability of Services during weekends, public holidays, and emergency situations, where applicable.
- Apply documented quality assurance procedures to all information products prior to dissemination.
- Notify DRC immediately of any actual or anticipated disruption that may materially affect service delivery.
- Maintain appropriate business continuity arrangements to minimise operational disruption.

6.2 Information Management

The Supplier shall:

- Verify information before dissemination whenever practicable.
- Clearly distinguish between confirmed information, preliminary reports, and analytical assessments.
- Identify information gaps where relevant.
- Apply a consistent methodology for assessing source reliability and information credibility.
- Maintain a secure archive of reports, incident records, and analytical products throughout the duration of the Purchase Agreement.
- Ensure that analytical products remain objective, evidence-based, and free from political or commercial bias.

6.3 Confidentiality

The Supplier shall:

- Treat all information received from DRC as confidential.

- Implement appropriate information security measures.
- Prevent unauthorized access, disclosure, reproduction, or distribution of DRC information.
- Restrict access to authorised personnel only.
- Ensure subcontractors (if approved by DRC) comply with equivalent confidentiality obligations.

6.4 Personnel

The Supplier shall:

- Assign qualified analysts with relevant regional experience.
- Ensure continuity of key personnel throughout the duration of the Purchase Agreement.
- Notify DRC prior to replacing key personnel.
- Ensure all personnel comply with DRC's Code of Conduct and safeguarding requirements.

6.5 Meetings and Coordination

The Supplier shall:

- Participate in regular contract review meetings.
- Attend ad hoc coordination meetings when requested.
- Provide technical briefings upon request.
- Cooperate fully during contract performance reviews.

7. DRC Roles and Responsibilities

DRC shall:

- Appoint a Contract Manager.
- Nominate technical focal points.
- Provide the Supplier with the list of authorized DRC recipients and distribution groups for security alerts, reports, and other contractual deliverables, and notify the Supplier of any changes during the contract period.
- Provide timely feedback on deliverables.
- Review reports and analytical products.
- Facilitate communication with the Supplier.
- Issue Purchase Orders in accordance with the Purchase Agreement, as required.
- Monitor supplier performance against the agreed KPIs and SLAs.
- Notify the Supplier of changes affecting the scope of services.
- Approve deliverables in accordance with the contract.

8. Deliverables

The Supplier shall provide, at a minimum, the following deliverables.

Deliverable	Frequency	Format	Recipient
Security Alerts	As required	Email / Platform	Designated DRC users
Incident Reports	As incidents occur	Electronic	DRC Safety Team
Weekly Security Situation Report	Weekly	PDF & Editable	DRC
Monthly Security Analysis Report	Monthly	PDF & Editable	DRC
Quarterly Security Trends Report	Quarterly	PDF	DRC
Travel Security Briefs	Upon request	Electronic	DRC
Area Security Assessments	Upon request	Electronic	DRC
Emergency Security Assessments	Upon request	Electronic	DRC
Incident Database and Platform Updates	Continuous	Online Platform	DRC
GIS Mapping Products	As required	PDF / Image	DRC
Quarterly Performance Report	Quarterly	PDF	DRC

9. Reporting Requirements

The Supplier shall submit reports in accordance with the agreed reporting schedule.

Unless otherwise agreed, all reports submitted under the Purchase Agreement shall:

- Be professionally formatted.
- Include an executive summary.
- Present verified information.
- Clearly distinguish facts from analytical judgement.
- Include maps where appropriate.
- Identify operational implications.
- Include recommendations where applicable.
- Reference reporting periods.

Where appropriate, reports should include:

- Executive Summary

- Key Developments
- Incident Overview
- Trend Analysis
- Humanitarian Access
- Emerging Risks
- Operational Impact
- Outlook
- Annexes

10. Service Level Agreements (SLAs)

The Supplier shall comply with the following minimum service standards.

Service	Minimum Requirement
Platform Availability	Minimum 99% availability
Critical Alerts	Immediate upon verification
High Priority Alerts	Within 30 minutes of verification
Routine Updates	Within agreed reporting schedule
Weekly Reports	Every Friday (or agreed day)
Monthly Reports	Within five working days after month-end
Quarterly Reports	Within ten working days after quarter-end
Bespoke Requests	Within agreed response time
Technical Support	During agreed support hours
Response to DRC Enquiries	Within one working day

Failure to consistently achieve the agreed Service Levels may result in corrective actions, the implementation of a Performance Improvement Plan, or other contractual remedies in accordance with the Purchase Agreement.

11. Key Performance Indicators (KPIs)

Supplier performance shall be monitored against the following indicators.

KPI	Performance Target
Timely delivery of scheduled reports	≥95%
Timely dissemination of security alerts	≥95%
Platform availability	≥99%
Accuracy and quality of reports	Satisfactory or above
Responsiveness to DRC requests	Within agreed SLA

KPI	Performance Target
Quality of analytical products	Satisfactory or above
Customer satisfaction	Minimum satisfactory rating
Attendance at coordination meetings	100% when requested
Compliance with confidentiality obligations	100%
Compliance with contractual obligations	100%

Performance against these KPIs shall be reviewed periodically by DRC and may be considered when assessing supplier performance, determining the need for corrective actions, evaluating contract extensions, or exercising other contractual remedies under the Purchase Agreement.

12. Performance Monitoring

DRC shall monitor the Supplier's performance throughout the duration of the Purchase Agreement to ensure that the Services are delivered in accordance with the agreed Service Level Agreements (SLAs), Key Performance Indicators (KPIs), and contractual requirements.

Performance monitoring may include, but is not limited to:

- Monthly performance reviews.
- Quarterly contract review meetings.
- Assessment of performance against the agreed KPIs and SLAs.
- Quality reviews of reports, analyses, and other deliverables.
- Assessment of timeliness and responsiveness.
- Feedback from DRC users and stakeholders.
- Corrective Action Plans where performance deficiencies are identified.

Where the Supplier's performance consistently falls below the agreed standards, DRC reserves the right to require a Performance Improvement Plan (PIP) and, where necessary, apply the contractual remedies available under the Purchase Agreement.

13. Personnel Requirements

The Supplier shall maintain suitably qualified, experienced, and competent personnel with the necessary knowledge, technical capability, and resources to perform the Services throughout the duration of the Purchase Agreement.

At a minimum, the Supplier shall:

- Assign a dedicated Contract Manager who shall serve as the primary point of contact for DRC.
 - Maintain an adequate number of qualified security analysts and support personnel to ensure continuous service delivery.
 - Ensure that personnel assigned to the Services possess relevant experience in security information management, conflict analysis, humanitarian access, geopolitical analysis, or security risk management.
 - Ensure that personnel assigned to the Services are proficient in written and spoken English. Arabic language capability is highly desirable.
 - Notify DRC in advance of any proposed replacement of key personnel and ensure that replacement personnel possess qualifications and experience equivalent to or exceeding those of the individual being replaced.
 - Ensure that all personnel perform their duties professionally, ethically, and in accordance with applicable laws and DRC policies.
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14. Confidentiality and Information Security

The Supplier shall implement appropriate administrative, technical, and physical safeguards to protect confidential information received from or generated for DRC throughout the duration of the Purchase Agreement.

The Supplier shall:

- Maintain strict confidentiality regarding all DRC operational, security, and organisational information.
- Use DRC information solely for the purpose of providing the contracted Services.
- Restrict access to confidential information to authorised personnel with a legitimate business need.
- Prevent the unauthorised access, disclosure, reproduction, distribution, or misuse of confidential information.
- Immediately notify DRC of any actual or suspected information security incident or data breach that may affect DRC.
- Return or securely destroy confidential information upon request or upon completion or termination of the Purchase Agreement, unless otherwise required by applicable law.

The Supplier shall not disclose any information relating to DRC operations to third parties without the prior written consent of DRC.

15. Ethical and Regulatory Compliance

The Supplier shall comply with all applicable laws and regulations in the country(ies) where the Services are performed, as well as DRC policies, contractual requirements, and internationally recognised ethical standards.

The Supplier shall comply with:

- DRC Supplier Code of Conduct.
- DRC Code of Conduct.
- DRC Safeguarding Policy.
- DRC Protection from Sexual Exploitation and Abuse (PSEA) Policy.
- DRC Anti-Corruption Policy.
- Applicable labour and employment legislation.
- Applicable data protection and privacy legislation.
- Applicable international sanctions and export control regulations, where relevant.

Conflict of Interest

The Supplier shall disclose to DRC any actual, potential, or perceived conflict of interest that could affect the impartial, independent, or objective performance of the Services.

The Supplier shall immediately notify DRC of any circumstances that may give rise to such a conflict during the term of the Purchase Agreement and shall take appropriate measures to eliminate or mitigate the conflict, subject to DRC's review and approval.

The Supplier shall promptly report any suspected fraud, corruption, conflicts of interest, or other unethical conduct related to the performance of the Purchase Agreement.

16. Business Continuity

The Supplier shall maintain appropriate business continuity arrangements to ensure the continuous delivery of the Services throughout the duration of the Purchase Agreement.

The Business Continuity Plan shall, where applicable, address:

- Loss or unavailability of key personnel.
- IT system failures.
- Cybersecurity incidents.
- Power outages.
- Telecommunications failures.
- Natural disasters.
- Civil unrest or armed conflict affecting the Supplier's operations.
- Any other event that may materially affect service delivery.

The Supplier shall promptly notify DRC of any event that may materially affect the performance of the Services and shall implement appropriate contingency measures to minimise operational disruption.

17. Contract Management

The Purchase Agreement shall be jointly managed by the DRC Sudan Safety Department, acting as the Technical Lead, and the Supply Chain Department, responsible for contract administration.

DRC reserves the right to:

- Monitor the Supplier's performance throughout the duration of the Purchase Agreement.
- Review reports, analyses, and other contractual deliverables.
- Verify compliance with contractual obligations.
- Request clarification, additional information, or revisions where necessary.
- Conduct periodic contract performance review meetings.
- Require corrective actions where performance does not meet the agreed standards.
- Suspend or terminate the Purchase Agreement in accordance with its terms and conditions.

The Supplier shall cooperate fully with DRC in all contract management, monitoring, and performance review activities.

18. Acceptance of Deliverables

All deliverables submitted under the Purchase Agreement shall be subject to review and formal acceptance by DRC.

Acceptance shall be based on, but not limited to:

- Compliance with this Terms of Reference.
- Timely submission.
- Accuracy, completeness, and consistency.
- Professional quality.
- Compliance with agreed reporting formats.
- Relevance and usefulness for DRC operational requirements.

Where a deliverable does not meet the required standard, DRC may request revisions or additional information. The Supplier shall make the required corrections within the timeframe agreed with DRC at no additional cost.

19. Payment Terms

Payment shall be made in accordance with the Purchase Agreement and the applicable Purchase Order issued by DRC.

Unless otherwise specified in the Purchase Agreement or the relevant Purchase Order, payment shall be subject to:

- Submission of a valid invoice.
- Acceptance of the corresponding deliverables by DRC.
- Compliance with all applicable contractual obligations.
- Submission of any supporting documentation reasonably requested by DRC.

Payment shall be made only for Services that have been satisfactorily delivered under an authorised Purchase Order and formally accepted by DRC.

No advance payment shall be made unless expressly agreed in writing by DRC.

20. Intellectual Property

All reports, analyses, maps, datasets, presentations, and other deliverables specifically prepared by the Supplier for DRC under the Purchase Agreement shall become the property of DRC upon acceptance, unless otherwise agreed in writing.

The Supplier shall not publish, distribute, reproduce, or disclose any deliverables prepared specifically for DRC without the prior written consent of DRC.

Nothing in this Terms of Reference or the Purchase Agreement shall affect the Supplier's ownership of its pre-existing intellectual property, including proprietary methodologies, software, databases, analytical tools, templates, or other materials developed independently of this engagement. DRC shall have the right to use all deliverables produced under the Purchase Agreement for its internal operational purposes.