

Request for Proposal



Representation "Danish Refugee Council in Ukraine"
17/52 Bohdana Khmelnytskoho street, 01054 Kyiv Ukraine

17.10.2025

Request for Proposal No.: RFP-UKR-0000368290

Consulting services for description of internal management processes at KP Mykolaivvodokanal in the field of warehouse management

Dear Sir/Madam:

The Danish Refugee Council (DRC) has received a grant from various donors for the implementation of the humanitarian aid operation entitled Ukraine. Part of this operation is the provision of Consulting services for description of internal management processes at KP Mykolaivvodokanal in the field of warehouse management. Therefore, the DRC requests you to submit price bid for the supply of the services listed on the attached Annex A.1 Terms of Reference.

I. TENDER DETAILS

The Tender details are as follows:

Line	Item	Time, date, address as appropriate
1	RFP published	17.10.2025
2	Email for clarifications	ukr.procurement@drc.ngo
3	Closing date and time for receipt of bids/proposals	27.10.2025 10:00 AM UTC 12:00 PM Kyiv time
6	Tender Opening Location	Online bids opening with the representatives of the DRC procurement committee
7	Tender Opening Date and time	27.10.2025 11:00 AM UTC 01:00 PM Kyiv time
8	Tender e-mail address	rfq.ukr@drc.ngo

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 Consultancy Contract the provision of Consulting services for description of internal management processes at KP Mykolaivvodokanal in the field of warehouse management. The detailed scope of services is outlined in Annex A.1 - Terms of Reference.
- DRC may choose to cancel the contract if deemed necessary.
- The prices for services should be fixed during the whole term of the Contract. DRC may terminate the Contract if the contractor cannot provide services under the terms of the Contract.
- The consultant must be prepared to complete the task **no later than 5 weeks from the date of the contract conclusion**.
- Payment shall be made in accordance with the schedule specified in Annex A.1 Terms of Reference. The awarded supplier is expected to mobilize its own resources to deliver the agreed material.
- This tender is conducted within the framework of the international technical assistance project in Ukraine in accordance with the specified Procedure for attracting, using and monitoring international technical assistance, approved by the

Resolution of the Cabinet of Ministers of Ukraine No. 153 (153-2002-p) “On the creation of a unified system for attracting, using and monitoring international technical assistance” of February 15, 2002, the cost of such goods, works and services is exempt from value added tax (VAT) and paragraph 197.11 of the Tax Code of Ukraine, transactions are exempt from taxation. The list of goods and services to be supplied corresponds to the category (type) of goods and services specified in the procurement plans and cards of the international technical assistance project. Therefore, the prices indicated in the proposal should not include VAT.

- If DRC does not have a project registration card and procurement plan at the time of signing the Consultancy Contract, the prices in the Contract will be inclusive of 20% VAT.
- If a bidder is selected by the committee to be awarded a Contract, DRC will require an identification document that provides information about the supplier’s key individuals (those with a controlling interest of more than 50%). The document must include at a minimum the name, surname, gender, and date of birth of the relevant person(s).

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).

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.1	Terms of Reference	Sign, stamp and submit
2	A.2	Bid Form (Financial)	Complete ALL sections in full, sign, stamp and submit <i>Financial Bid should be sent in a separate email/envelope</i>
3	B	Tender and Contract Award Acknowledgement Certificate	Sign, stamp and submit
4	C	Supplier Profile and Registration Form	Complete ALL sections in full <u>in English or both in English and Ukrainian</u> , sign, stamp and submit
5	D	Supplier Code of Conduct	Sign, stamp and submit
6	E	General Conditions of Contract	Sign, stamp and submit
7	F	Clarifications on the legal basis of VAT exemption in Ukraine	Sign, stamp and submit (for legal entities registered in Ukraine)
8	G	Consultant Declaration Form	Complete, sign, stamp and submit
9	N/A	<u>Technical proposal</u> With a description of: - methodology and approach to service delivery - proposed tools to be used (RASCI/BPMN, etc.) and data collection methods, including a strategy for interaction with the DRB - work schedule for service delivery	Submit (Bidders` template is acceptable)

10	N/A	Registration documents (all consultants contracted by DRC shall be tax registered in the relevant country where the consultant has its place of business, to the extent required by the law governing the consultancy contract. The consultant shall document any exemption from such tax registration obligations)	Submit a copy of the certificate of registration in the country and a document confirming tax registration in the country
11	N/A	<u>CV or Bidder's Profile</u> With a description of: - experience in providing business analysis services (minimum 2 successful projects) demonstrating interview and business process documentation skills and proficiency in RASCI and BPMN methods, <i>including examples of reports on the results of previously provided relevant services</i> - implementation of at least 1 municipal project demonstrating knowledge of the specifics of municipal enterprises, <i>including examples of reports on the results of previously provided relevant services</i> - level of proficiency in Ukrainian and English	Submit a CV or Bidder's Profile (Bidders' template is acceptable), as well as copies of reports
12	N/A	Copies of diplomas/certificates in fields such as business, logistics, engineering, public administration, or copies of relevant diplomas/certificates of completion of relevant professional courses/advanced training courses, certification programmes in project management	Submit copies of relevant diplomas/certificates
13	N/A	At least two references letters with referees contact information of similar successful provision of business analysis services	Submit copies

A.1 Bidder Formal Criteria

No.	DRC Requirements	Details
1	Completeness of the Bid	<ul style="list-style-type: none"> Bidding Forms and other documentation requested under the Document Checklist (Section A) have been provided and are complete; Separate emails/envelopes shall be used for the "Financial Bid" and "Technical Bid", and the Subject Heading of the email shall indicate which type the email contains
2	Bid Validity	At least 60 days after bidding closure date

A.2 Preliminary Examination Criteria

If a Bid does not technically comply with the criterion below, it might be rejected:

No.	DRC Requirements	Details
1	Bidder's registration	Legal registration in Ukraine
2	Language proficiency	Fluency in Ukrainian

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.

For all bids deemed technically compliant, 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 [Total 100%]
1	Consultant's qualification and experience	40%
1.1	Experience in providing business analysis services (at least 2 successful projects) demonstrating skills in interviewing and documenting business processes and proficiency in RASCI and BPMN methods Projects implemented for NGOs will be considered an advantage <i>(Confirmation should be provided in the CV/profile of the Bidder, including examples of reports on the results of previously provided relevant services)</i>	1-10
1.2	Experience in conducting at least 1 municipal project, demonstrating knowledge of the specifics of municipal enterprises <i>(Confirmation should be provided in the CV / profile of the bidder, including examples of reports on the results of previously provided relevant services)</i>	1-10
2	Consultant qualifications in the relevant field	10%
2.1	Education in areas such as business, logistics, engineering, public administration, or relevant professional courses/advanced training courses, certification programmes in project management <i>(Confirmation should be provided by copies of diplomas or certificates)</i>	1-10
3	Methodology and Approach, Work schedule	40%
3.1	Clarity, effectiveness and relevance of the proposed methodology and approach, their compliance with the Terms of Reference, as well as the feasibility of the proposed tools to be used (RASCI / BPMN, etc.) and data collection methods, including the strategy for interaction with the DRC. <i>(The evaluation will be conducted based on the information provided in technical proposal)</i>	1-10
3.2	Realistic work schedule and its compliance with the Terms of Reference. <i>(The evaluation will be conducted based on the information provided in Technical Proposal)</i>	1-10
4	References	10%
4.1	At least two references letters with referees contact information of similar successful provision of business analysis services References from NGOs will be considered an advantage	1-10

A technically compliant proposal will a proposal that scores at least 5 points in the factor analysis based on the set of technical indicators.

Please note that bids shall respond to all criteria, or their bid may be disqualified.

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.

IV. TENDER PROCESS

The following processes will be applied to this Tender:

- Tender Period
- Tender Closing
- Tender Opening
- Administrative Evaluation
- Technical Evaluation
- 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 Financial Bid Form (Annex A.2)**, the **Technical Proposal should be submitted in a form of Bidder's template**.

Beyond the DRC Bid Form, the following documents shall be contained with the bid:

- Annex A.1 Terms of Reference
- Annex A.2 Bid Form (Financial)
- Annex B. Tender and Contract Award Acknowledgement Certificate
- Annex C. Supplier Profile and Registration Form
- Annex D. Supplier Code of Conduct
- Annex E. General Conditions of Contract
- Annex F. Clarifications on the legal basis of VAT exemption in Ukraine
- Annex G. Consultant Declaration Form
- Technical Proposal as outlined in the section A
- Copy of Business and Tax registration documents as outlined in the section A
- CVs or Bidder's profile as outlined in the section A
- Copies of diplomas / certificates as outlined in the section A
- At least two references letters of successful provision of business analysis services as outlined in the section A

Bids not submitted on Annex A.2 and Technical Proposal in the Bidder's template, or not received before the indicated time and date as set forth on page 1, or delivered to any other email address, or physical address will be disqualified.

Bids submitted by mail, email, or courier by so 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. Hard Copy:

Hard copy Bids shall be separated into 'Financial Bid' and 'Technical Bid':

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- The Financial Bid shall only contain the financial bid form, Annex A.2.
- The Technical Bid shall contain Technical Proposal in the Bidder's template and all other documents required by the tender as mentioned in section A. Administrative Evaluation, but excluding any pricing information.

Each part shall be placed in a **sealed** envelope, marked as follows:

RFP No.: **RFP-UKR-0000368290**
TECHNICAL BID
Bidder Name:

RFP No.: **RFP-UKR-0000368290**
FINANCIAL BID
Bidder Name:

Both envelopes shall be placed in an outer **sealed** envelope, addressed, and delivered to:

RFP No.: **RFP-UKR-0000368290**

17/52 Bohdana Khmelnytskoho
street, 01054 Kyiv Ukraine

B. Email submission

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

rfq.ukr@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 Technical Proposal in the Bidder's template and 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. SUBMISSION OF SAMPLES

N/A.

VII. 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 USD, EUR or UAH. No other currencies are acceptable.

If the supplier submits the financial proposal in UAH, the contract in UAH will be concluded with the REPRESENTATION OF DANISH REFUGEE COUNCIL IN UKRAINE. In this case, the services will be provided under an international technical assistance project and will be exempt from VAT according to the project's registration card. The project card will be provided to the winner upon signing the contract (if available). Clarifications on the legal basis for VAT exemption are detailed in Annex F.

If the supplier submits the financial proposal in USD or UER, there are two options for a contract conclusion:

- 1) a contract in USD or EUR will be concluded with the REPRESENTATION OF DANISH REFUGEE COUNCIL IN UKRAINE and all payments will be conducted in UAH according to the exchange rate of UAH to USD or EUR set by the National Bank of Ukraine (NBU) on the date of Service Order. In this case, the services will be provided under an international technical assistance project and will be exempt from VAT according to the project's registration card. The project card will be provided to the winner upon signing the contract (if available). Clarifications on the legal basis for VAT exemption are detailed in Annex F.
- 2) a contract in USD or EUR will be concluded with DRC HQ (Denmark) and payments will be proceeded in USD or EUR. In this case, the supplier registered in other country is responsible for determining its tax liabilities and for paying any taxes and/or duties in accordance with local laws. DRC will not reimburse the supplier for any taxes, duties, or other contributions payable by the supplier.

C. Language

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

D. Packaging

N/A

E. Origin

N/A

F. Presentation

Bids shall be clearly legible. Prices entered in lead pencil will not be considered. All erasures, amendments, or alterations shall be initialised 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.

G. Split Awards

N/A for this tender.

H. Validity Period

Bids shall be valid for at least the minimum number of days specified in the RFP 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.

VIII. 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, quantity 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.

IX. 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 or goods. 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.

X. 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.

XI. 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.

XII. 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 confidentially obligations or by using information not otherwise available to the general 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.

XIII. 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 <https://pro.drc.ngo/where-we-work/>, or via DRC's Code of Conduct Reporting Mechanism: <https://pro.drc.ngo/code-of-conduct/>. Reports of suspected corruption can also be reported directly to DRC HQ at c.o.conduct@drc.ngo.

XIV. 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.

XV. 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.

XVI. LATE BIDS

All Bids received after the RFP closure will be rejected.

XVII. OPENING OF THE RFP

The Tender will be opened online with the participation of members of the DRC Procurement Committee.

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.

XVIII. CONDITIONS OF CONTRACT

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

XIX. 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 qualitative 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.

XX. QUERIES ABOUT THIS RFP

For queries on this RFP, please contact the bidding questions line via e-mail: ukr-procurement@drc.ngo, Lina Chaplynska.

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: [DRC website](#)

https://pro.drc.ngo/resources/tenders/?utm_medium=paidsearch&utm_source=google_grants&utm_campaign=&utm_term=&utm_content=&gad_source=1&gclid=EAlaIqobChMI3qir4di3hQMV5adoCR0sWw-fEAYASAAEgK4CfD_BwE

XXI. RFP DOCUMENTS

This RFP document contains the following:

1. Annex A.1 Terms of Reference
2. Annex A.2 Bid Form (Financial)
3. Annex B. Tender and Contract Award Acknowledgement Certificate
4. Annex C. Supplier Profile and Registration Form
5. Annex D. Supplier Code of Conduct
6. Annex E. General Conditions of Contract
7. Annex F. Clarifications on the legal basis of VAT exemption in Ukraine
8. Annex G. Consultant Declaration Form

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,

REPRESENTATION OF DANISH REFUGEE COUNCIL IN UKRAINE
