

CRDF GLOBAL
REQUEST FOR PROPOSAL# RFP-28-UA-2025:

SUBJECT: CONDUCT RESEARCH, REPORT, DEVELOP AND HANDLE THE WORKSHOP ON DISRUPTING THE ABILITY OF PROHIBITED PROLIFERATOR STATE-BACKED ILLICIT PRIVATE MILITARY COMPANIES (PMCS)

TERRITORY OF COVERAGE: b

SECTOR: PROLIFERATION AND RECRUITMENT OF PROHIBITED PRIVATE MILITARY COMPANIES

PROGRAM: CTR

PERIOD OF PERFORMANCE:

Start date: **11/3/2025**

End date: **3/30/2026**

TENDER TIMEFRAMES:

TENDER ISSUE DATE: October 24, 2025

PROPOSAL SUBMISSION DEADLINE: November 10, 2025, COB

Interested candidates are invited to submit the proposals in compliance with the detailed requirements specified in the Scope of Work described below.

Background

In support of the U.S. Department of State's Office of Cooperative Threat Reduction, CRDF Global will implement a **two-day workshop on disrupting the ability of prohibited proliferator state-backed illicit private military companies (PMCs)**. This project represents a high-impact approach to engaging key Western Balkans government officials, military and security experts, and investigative journalists to counter recruitment activities of proliferator state-backed PMCs. This project will provide participants an in-depth training and open-source research tools to enhance the capacities to counter advanced convention weapon transfers, influence operations, and other proliferation linked activities conducted by PMCs, funded by proliferator states. The in-person workshop will provide participants with a deeper understanding of how to recognize and counter illicit recruitment activities through effective engagement, messaging, and enforcement, and train them to identify red flags, conduct open-source investigations and educate them on relevant international norms and compliance, including Montreux Document and International Code of Conduct.

Scope of Work

The Contractor will undertake the responsibility of (a) conducting landscape analysis of current situation in the sector including in the information/media space in Western Balkans countries in terms of analyzing the prevailing narratives and key propaganda messages used to promote state-backed PMCs as well as the public opinion on that matter. (b) using the data analyzed to develop presentation materials and related content and executing a comprehensive two-day workshop in Sarajevo or Banja Luka, Bosnia and Herzegovina. The workshop will include in-depth examination of case studies focusing on research methodologies employed in tracking key indicators indicative of the presence of Private Military Companies (PMCs) as well as on the tools to conduct effective open source investigations, and counter negative information influence in the domain. The Contractor will specifically delve into the identification of financial flows and beneficial ownership networks associated with PMCs, emphasizing the recognition of key entities and individuals involved. Furthermore, the workshop will scrutinize the logistics mechanisms facilitating the proliferation of Advanced Weaponry Components (AWC) and related elements in regions where PMCs are deployed. The Contractor will

develop and deliver informative sessions, disseminate relevant leave-behind materials, and engage participants through interactive discussions. The deliverables will include comprehensive workshop modules, participant materials, and a post-workshop report detailing key insights and recommendations. The Contractor(s) shall also set metrics and utilize necessary tools to analyze the effectiveness of the intervention. All deliverables and services provided by the Contractor shall adhere to the agreed-upon timelines and quality standards outlined in this Statement of Work.

Tasks and Deliverables

Task 1: Landscape Analysis Design and Conducting

The Contractor(s) will propose the design of the study, methodology, criteria for target groups segmentation, criteria for selecting respondents based on proposed methodology, questionnaire/survey, and /or any other data collection tools. The Contractor will also conduct the study in accordance with approved study design and prepare the final report in English.

Task 1 Deliverables:

Landscape analysis report submitted.

Task 2: Material Development for In-Person Workshops & Engagement Preparation

Based on the outcomes of the landscape analysis, the Contractor will conduct thorough research and analysis on the implications of utilizing prohibited Private Military Companies (PMCs) in violation of international law, industry standards, and U.S. sanctions regulations. The Contractor will develop tailored presentations and materials for use during the in-person workshop, ensuring that these materials are submitted no later than 30 days prior to the event for review by CRDF Global. The workshop curriculum will include actionable, open-source information, extensive case studies, interactive tabletop exercises focused on PMC deployment, financing, illicit arms transfers, and logistics mechanisms, aiming to equip participants with a comprehensive understanding of prohibited PMC operations. The content will also include the metrics and tools to measure the effectiveness of the intervention. The Contractor will engage in planning calls with CRDF Global, CTR, and other relevant project team members as necessary to discuss and integrate feedback into the presentations and written materials as required.

Task 2 Deliverables:

- 1) All written materials including any curriculum outlines, surveys, presentation slides, case studies, agendas, pre-post tests, and printed materials to be utilized during the workshop
- 2) Participation in planning, coordination, and debrief calls with CRDF Global on the project, as needed.
- 3) Re-submission of all written materials that required modifications five business days after receiving the corrections from CTR.

Task 3: Workshop Implementation

In conjunction with CRDF Global, the Contractor, along with any additional subject matter experts selected, will travel to Sarajevo or Banja Luka, Bosnia and Herzegovina, to lead training sessions in the comprehensive two-day workshop. In the event that public health conditions necessitate a shift to virtual implementation, the Contractor will adapt workshop materials accordingly and co-facilitate the workshops in a virtual format. The Contractor is tasked with ensuring seamless coordination and effective communication with all relevant stakeholders throughout the planning, execution, and potential virtual adaptation phases of the workshop.

Task 3 Deliverables:

- 1) Lead and participate actively throughout the workshop engagement

- 2) Present findings, table-top exercises, case studies, provide takeaway materials, as well as providing follow-up guidance as requested by participants
- 3) Travel to and from the workshop locations
- 4) Rescope of materials to support virtual implementation, if required.

Task 4: Closeout Report

In order to proficiently complete the closeout report task, the Contractor will engage in a debrief call with CRDF Global and subsequently furnish CRDF Global with a final after-action report formatted according to the Contractor's preference. This report will comprehensively outline the project's achievements, identify any gaps observed, highlight significant insights gleaned from the workshop, elucidate lessons learned, and propose actionable next steps. Additionally, the Contractor will supply CRDF Global with all financial reports and expenses within 30 days of the workshop's conclusion.

Task 4 Deliverables:

- 1) Development of a final report on the project's implementation and related outcomes, including follow-on activities/recommendations to be completed no later than 30 days after the last workshop. The report should include pre-post test analysis with clear gaps and opportunities identified.
- 2) Provide CRDF Global with any invoicing, including all supporting documentation.

Task 5: Research Report (Optional)

Upon completion of the workshop, the Contractor will provide a comprehensive, easy-to-reference guide on the operations, strategies, and impacts of Private Military Contractors within the context of the Russian invasion of Ukraine and information warfare. The Contractor will be responsible for content creation, design, and production of forty (40) hard copies as well as digital copies of the report material. The number may change upon the request of CRDF Global team.

Task 5 Deliverables:

- 1) Develop, design, and produce an easy-to-reference guide on the operations, strategies, and impacts of Private Military Contractors in the Western Balkans.

PROPOSAL REQUIREMENTS:

Each proposal must include:

- **Statement of Interest and Technical Capabilities**
 - Detailed description of the services offered in correlation with the RFP Subject Matter Expertise detailed under Scope and Tasks. Your visions on the project fulfillment and reaches of its deliverables.
 - Resumes (no more than 2 pages) of key contact(s)/project lead(s)
- **Cost proposal**
 - Description of the pricing and cost factors (e.g. hourly rates (preferably), fixed-cost pricing on standard services, etc.)
 - Prices must be indicated in USD
 - Milestones – how many hours dedicated to each if foreseen the accumulative efforts of several experts

CONTRACTOR SELECTION CRITERIA:

CRDF Global will select the contractor that provides the best value in terms of overall price and experience, and expertise. The contractor should have proven experience with tailoring and conducting similar projects and experience with training individuals/groups of people on similar topics.

EVALUATION FACTORS AND SUBFACTORS:

TECHNICAL APPROACH:

The technical approach will be evaluated based on the extent to which the vendor's proposal demonstrates a thorough understanding of the requirements and a feasible method to meet or exceed those requirements.

Subfactors:

- Understanding of the requirements
- Feasibility of the approach
- Innovation and technical enhancements (if applicable)
- Alignment with project goals

LEVEL OF EXPERTISE:

The vendor's level of expertise will be evaluated based on the CVs of the experts involved considering the experience of previous organization of similar events (please provide the experience confirmation).

PRICE/COST:

Price will be evaluated for reasonableness, fairness, and alignment with the proposed scope of work. The project seeks a balance between competitive pricing and technical merit.

SUBFACTORS:

- Overall cost compared to market rates
- Cost realism (to ensure the proposal is realistic given the scope)
- Price structure (fixed price, time & materials, etc.)

BEST VALUE FOR MONEY:

The proposal will be evaluated based on both technical and price factors, weighing them to determine which offer represents the best value. Technical factors, such as experience, innovation, and past performance, may be more heavily weighted than price. The right to select a higher-priced proposal if it offers superior technical benefits or overall value is reserved.

BASIS FOR AWARD:

The award will be given to the offeror whose proposal provides the best value, considering both technical and price factors. The right to select a higher-priced proposal if it offers superior technical benefits or overall value is reserved.

SUBMISSION:

Proposals should be submitted to procurement@crdfglobal.org & ynikolova@crdfglobal.org , no later than **November 10, 2025; 18:00 KYIV TIME**. Proposals should be submitted as electronic documents in PDF, Word or Excel format. Please indicate the RFP number in the "subject" line of your proposal: **#RFP-28-UA-2025_name of Vendor**

CRDF Global provides equal opportunities to all qualified individuals without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran, or disabled status. We are committed to prioritizing an inclusive and collaborative space in which diversity and equity is discussed, championed, and supported. We acknowledge and honor the fundamental value and dignity of all individuals. We pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages, and experiences.

More information is available at www.crdglobal.org.