German Red Cross (GRC)
National Headquarters
International Cooperation Division
Team 64
Carstennstr. 58
12205 Berlin
Germany

Berlin, 15 December 2023

Preparation and facilitation of one Team Retreat in 2024 and 2025, two Heads of Unit Retreats in 2024 and 2025, three Workshops in 2024 as well as Leadership Coaching in 2024 and 2025.

The German Red Cross (GRC) is inviting quotations for the facilitation of the above-mentioned tasks of the Department Knowledge and Innovation of the German Red Cross International Cooperation division (including Global Project II (GPII) funding). The tenderers are requested to read this document carefully and ensure compliance with all instructions herein. Non-compliance with instructions in this document may disqualify the bidders from the tender exercise.

Procurement procedure

The procurement is handled via a public tender.

Context

The Department Knowledge and Innovation (T64) within the International Cooperation division of the German Red Cross (GRC) was created in 2019 to ensure technical advice, methodological support, technically sound project implementation and the use of the experience gained for impact full policy and advocacy work aiming for a sustainable change of the humanitarian system. The department consists of the following units:

- disaster risk reduction and humanitarian assistance in the urban context,
- anticipatory humanitarian assistance,
- anticipation hub,
- health in humanitarian assistance,
- cash & voucher assistance
- information management & digitalization.

The listed units are led by Heads of Unit. In addition, a GPII Coordinator is ensuring the project implementation of a major Federal Foreign Office funding and is hierarchically on Head of Unit level.

The department currently consists of approximately 32 colleagues working in the thematic units mentioned.

The specific focus of the Team Retreats for 2024 and 2025 as well as of the Heads of Unit Retreats and Workshops needs to be developed through interviews with different team members and in a meeting with the Heads of Unit to ensure needs-based Retreat and Workshop agendas.
A possible emphasis of the Retreats could be on strengthening the collaboration between units and teams, the implementation status of GPII, the progresses made on topics discussed in previous retreats, the atmosphere in the department, the identification of gaps for a more efficient and effective work in the department and with other departments in GRC´s International Cooperation division etc. The growing and evolving team and the integration of new colleagues is a cross-cutting topic of relevance also for the upcoming years.
A possible emphasis of the Workshops in 2024 could be the improvement of processes, practices and overall cooperation across and between different departments and units within the GRC International Cooperation division as well as the support for specific units within in the Knowledge and Innovation Department in structural transformation, change and planning processes.
Some strategic meetings will be required each year upon request to prepare the Team Retreat, the Heads of Unit Retreats and the Workshops. Leadership coaching/advice might be required occasionally on specific challenges and topics.
Specific challenges and topics of the department in managing multiple work streams and thematic areas (within GRC and the Red Cross Red Crescent Movement as well as with external stakeholders) are:

- Growing further together as a team and ensuring a high-quality implementation of the current Global Project II (funded by the Federal Foreign Office)
- Finding / reviewing methods for collaboration within the team and how to further intensify the institutionalization of exchange - also in regard that focus areas are in different stages of development and must be interlinked to reach the project goals
- Finding / reviewing methods for internal collaboration with the other units of GRC International Cooperation division
- Objective-setting / working further on the framework of activities and ambitions and defining priorities for the remaining project time
- Alignment with the division´s International Cooperation strategy and resources
- Diversification of funding
- Prioritization und joint understanding of tasks, roles and responsibilities
- Bringing together different sectors and disciplines (academic/humanitarian/policy/ advocacy)
- Ensuring multi-stakeholder engagement
- Distance leadership (units are often managing large global networks and staff in working locations all over the globe)
- Innovation (permanent reflection and adaptation of processes)
- Integration of green- and climate change issues into team processes as well as information management and data literacy
- Staying relevant: How to engage in emerging topics without additional resources?

- Annual planning and review processes and exercises.

Approx. 32 colleagues of the Knowledge and Innovation Department are based in Berlin. Thematic Regional Focal Points are based in GRC Offices worldwide and will not take part in the Retreats but might be part of the follow-up strategic meetings (organized virtually).

A) Expected tasks[1]

Heads of Unit Retreats

1. Preparation of four Heads of Unit Retreats. Two in 2024 and two in 2025 (à 1 day[2] per Retreat).
2. Facilitation of four Retreats with the Heads of Unit. Two in 2024 (preferably in May and September) and two in 2025 (preferably in May and September) in presence (location in Berlin or surrounding area (à 1 day per Retreat).
3. Photo documentation and main outcome reporting of each of the Heads of Unit Retreats (à 0,5 day per Retreat).

Annual Team Retreats

4. Preparation of the annual Team Retreats in 2024 and 2025 with the Head of Department and Heads of Unit. Analysis of the outputs reached since the last retreats, identification of needs for improvement and concrete solutions (2 working days per Team Retreat).
5. Facilitation of the Team Retreats taking place in November 2024 and September 2025 in presence (location in Berlin or surrounding area (2 working days per Team Retreat)).
6. Photo documentation and main outcome reporting of each Team Retreat (0,5 day per Retreat).
7. Strategic meetings in the preliminary phase of the Team Retreats and in the follow-up for the post-processing of developed results. Meetings will be virtual if required by the client (2 working days per Team Retreat).

Workshops on specific topics

8. Preparation of three Workshops in 2024 (overall 4 days).
9. Facilitation of three Workshops in presence (location in Berlin or surrounding area (one Workshop á 1 day, two Workshops á 4 days).
10. Photo documentation and main outcome reporting of each Workshop (à 0,5 day per Workshop).

All Retreats and Workshops are intended to take place in Berlin or the surrounding area in presence. In case of e.g. restrictions due to Covid-19 or similar, the Retreats and Workshops might take place virtually if required by the client.

[1] See summary below

[2] One working day is calculated with 8 working hours.

The exact dates of the Retreats and the Workshops will be agreed upon between the client and the facilitator).

Leadership Coaching

11. Leadership coaching to support Heads of Unit and their unit members in their role in strategic development and thematic collaboration to achieve aligned objectives. Support in change and transformation processes (up to 16 sessions per year. One session is calculated with 2 hours (including preparation and follow-up)).

Overview: Number of assumed Working Days (up to) for requested Tasks*			
		2024	**2025**
2 Heads of Unit Retreats per year	Preparation	2	2
	Faciliation Retreat	2	2
	Reporting & Documentation	1	1
1 Team Retreat per year	Preparation	2	2
	Faciliation Retreat	2	2
	Reporting & Documentation	0,5	0,5
	Strategic Preparation and Follow-up Meetings	2	2
3 Workshops	Preparation	4	n/a
	Faciliation Workshop	9	n/a
	Reporting & Documentation	1,5	n/a
Number of Days Overall		**26,0**	**11,5**
Leadership Coaching in hrs (up to)		16 sessions* x 2hrs	16 sessions* x 2hrs

Number of Hours Overall (up to)		**32hrs**	**32hrs**
*One session including preparation and follow-up is calculated with 2hrs			

B) Expected outputs

Heads of Unit Retreats

Overall questions for the Heads of Unit Retreat addressed (to be adapted after interviews with team members):

- Everybody on board?
- How is the atmosphere in the team?
- Are we working together? Where can we still improve collaboration?
- Where do we need to change? How do we want to change?
- How can cooperation and communication within the department and with other departments be improved?
- What are our strategic priorities and where is room for synergies?

Objective:

- Provide a moment for reflection for the Heads of Unit where strengths and weaknesses can be openly discussed, and joint learning is facilitated. The aim is to lay the foundation for the next year(s) ensuring that priorities are clear to all team members and the instruments for fostered collaboration have been discussed and adapted.

Annual Team Retreats (Innovation and Knowledge Department)

Overall questions for the Team Retreats addressed (to be adapted after interviews with team members):

- Everybody on board?
- How is the atmosphere in the team?
- Are we working together? Where can we still improve collaboration?
- Where are we as the Knowledge and Innovation Department successful? Where are our gaps?
- Developing the knowledge and innovation motto and vision
- Where do we need to change? How do we want to change?
- GRC International Cooperation strategy process: our role in the future as a Knowledge and Innovation Department?
- Are we all conceptually on-board (do we understand the focus of the other thematic areas)? Did we increase synergies in working together? Where is the unused potential?
- Are our meetings formats/knowledge sharing platforms etc. fit for purpose?

Objective:

- Provide a moment for reflection for the whole team where strengths and weaknesses can be openly discussed, and joint learning is facilitated. The aim is to lay the foundation for the next year ensuring that priorities are clear to all team members and the instruments for fostered collaboration have been discussed and adapted.

Workshops

- Overall questions for the Workshops will be specified in the course of 2024.

Objective:

- Objectives will be specified in the course of 2024.

Leadership Coaching

- Specific questions will be defined based on individual requests from the leadership/Heads of Unit.

Objective:

- Provide a room for reflection, advise and exchange with Heads of Unit as per request including topics such as change processes, leadership, conflict management and unit development.

C) Location & Dates for the Retreats and Workshops

The location of the Team Retreats, the Heads of Unit Retreats as well as of the Workshops will be in the surrounding area of Berlin - the exact locations still need to be confirmed. In case of e.g. restrictions due to Covid-19 or similar, the Retreats and Workshops might take place virtually if required by the client.

The *Heads of Unit Retreats* should preferably take place in May and September of each year. The *Team Retreats* should preferably take place in November 2024 and September 2025. The time for the *Workshops* still needs to be confirmed. *Leadership Coaching* will take place based on individual requests and in agreement between the client and the consultant.

The Team Retreats and the Heads of Unit Retreats are usually planned from 10 am until 6 pm.

The exact dates, times and locations are still to be confirmed.

D) Profile of Consultant

The consultant must meet the following criteria:

Obligatory

- Experience in workshop facilitation (in person and virtual)
- Experience in coaching/advice of leadership
- Experience in reporting methods
- Organizational development experience
- Experience in “new” ways of network management
- Very good command of English
- Empathy, enthusiasm, and creativity
- Experience with agile working methods (e.g. Scrum Master)

Preferable

- Development and humanitarian field experience
- Good command of German
- Knowledge of or experience in working with the German Red Cross

E) Content of tenders and alternative offers

All proposals submitted must comply with the requirements in the tender dossier and comprise of:

1. Curriculum Vitae

2. Brief letter of motivation summarizing relevant experiences, qualifications and language skills for the preparation and facilitation of the (Team and Heads of Unit) Retreats and Workshops and coaching. The letter of motivation shall at least describe and outline the approach and methodology applied to facilitate the retreats/workshops in order to address the defined questions and to achieve the objectives. Methods of documentation shall be outlined.

3. Overview of work samples for similar tasks with NGOs / humanitarian actors. At least 3 references/examples outlining at least: task of assignment, assignment area, client/organization, a summary of the methods and approach(es) applied, a summary of the implementation and a summary of the achievement of the assignment´s objectives. The references should not be older than 3 years. Work samples (e.g. workshop documentation or reports may be handed in).

4. Financial offer indicating the <u>total sum of the offer</u> (based on daily rates (Retreats/Workshops)) and <u>hourly rates</u> (Coaching)) for the following tasks:

Overview: Number of assumed Working Days (up to) for requested Tasks*			
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	Faciliation Retreat	2	2

	Reporting & Documentation	1	1
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Number of Days Overall		**26,0**	**11,5**
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Number of Hours Overall (up to)		**32hrs**	**32hrs**
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5. A signed declaration of conformity (Annex to this document)

F) Submission of quote, deadline, and further communication

Please submit proposals as a password protected attachment by email to:

Ausschreibungen-Team64@drk.de with f.neubauer@drk.de and h.wessel@drk.de in cc.

Please indicate "**Tender documents**" and reference number "**2024-01-001 T64**" in the subject line.

The **password** must be sent in a **separate email** to the same email addresses!

Please note that we cannot consider offers that are not submitted in password-protected form.

Tenderers must raise questions only by email and no later than 4 days before the deadline for submission of bids to: **Ausschreibungen-Team64@drk.de** with f.neubauer@drk.de and h.wessel@drk.de in cc.

Please note that between 23.12.2023 and 01.01.2024, the GRC Headquarters is closed.

GRC reserves the right to continue further communication after submission of quotes via a combination of media (e.g. post, e-mail, phone).

Deadline of submission and period of validity

The submission deadline for the complete tender documents is on the **09.01.2024** at **13:00 hrs (Europe/Berlin time zone)**. The offers must state a period of validity until at least **15.02.2024.**

G) Evaluation & award of contract

The decision for the award of contract will be based on the following criteria and evaluation scheme:

Criteria

- Demonstrated expertise in the preparation and facilitation of team retreats, consulting for strategic development and coaching/advice of leadership. The offered approach and presentation of the planned implementation of the service at hand demonstrates a high level of fit and quality (50%).
- Relevance of work samples and outline of presented past assignments (compare E.3) (20%).
- Total financial sum of the offer (30%).
- Excellent English language skills (pre-condition).

Evaluation scheme

0 points = criteria were not fulfilled	
1 point = Fulfilled criteria inadequately	1 point is being awarded if the bidder's experience (on the basis of the submitted bid) shows no or only few indications of the area relevant to the contract and/or the concept is insufficiently elaborated and there is no to little reference to the subject matter of the performance.
2 points = fulfilled basic criteria	2 points are being awarded if the bidder's experience (on the basis of the submitted bid) shows a few indications of the area relevant to the contract and/or the concept is only partly sufficiently elaborated and there is little reference to the subject matter of the performance.

3 points = fulfils all criteria	3 points are being awarded if the bidder's experience (on the basis of the submitted bid) shows sufficient indications of the area relevant to the contract and/or the concept is sufficiently elaborated and there is relevant reference to the subject matter of the performance.
4 points = fulfils criteria well	4 points are being awarded if the bidder's experience (on the basis of the submitted bid) shows good indications of the area relevant to the contract and/or the concept is well elaborated and there is good reference to the subject matter of the performance.
5 points = fulfilled criteria very well	5 points are being awarded if the bidder's experience (on the basis of the submitted bid) shows excellent indications of the area relevant to the contract and/or the concept is very well elaborated and there is outstanding reference to the subject matter of the performance.

The total number of points achieved by the respective offer is calculated by determining the price point value (PPW) and the quality point value (QPW). Based on the point values calculated in each case, the total number of points is determined according to the weighting of price and quality.

For the price, the quotient of the cheapest offer and the offer to be evaluated is formed and multiplied by 100.

((Cheapest offer price / Offer price to be valued) x 100)) x Percentage weighting = Price points

Please note that the school grading system is of course not applicable to the evaluation of the price.

Based on the given possible evaluation levels, the quality is evaluated for each award criterion as follows:

(Points achieved x Factor 20) x Percentage weighting = Quality points

Example calculation for the 1st award criterion with the highest rating:

5 (school grade) x factor 20 = 100

100 x 50% = 50 points

Calculation of the total points (price and quality):

∑ Sum price points + Quality points = Total points achieved

In case of competitive procedure, GRC reserves the right to award a contract based on the first non-negotiated offer.

The GRC may – but is not obliged to – ask each tenderer individually for clarification of its quote including, samples, breakdowns of prices etc. within a reasonable time limit to be fixed by the evaluation committee. The samples will remain property of the GRC. The tenderer must bear possible additional costs for a sample delivery abroad.

Terms of contract

The award will lead to a service contract with GRC, which is attached to this tender as a draft.

The draft contract contains the specifications of GRC's contractual relationship with the consultant and is the basis for the processing of the contract after its award. The bidder may propose alternative contractual arrangements.

In the event of the contract being awarded, the key contractual points listed in the specifications/draft contract shall apply.

Costs and ownership of tenders

Costs incurred by the tenderers in preparing and submitting the quote requests are not reimbursable. The GRC retains ownership of all quotes received under this quote request. Consequently, tenderers have no right to have their tenders returned to them.

Confidentiality and publication

All recipients of tender documents, whether they submit a tender or not, shall treat the details of the documents as confidential as possible.

According to German/European procurement law, information about the award of contract (name of company, type of product, extent, and duration of contract) might be made open to the public unless you disagree within your quotation, giving the reason of refusal.

Self-Declaration

The signee of the attached "Declaration of Conformity" (Ref. Annex) assures that:

1. no reasons for exclusion as mentioned per EU guideline 2014/24/EU, Art. 57, Paragraph 1 exists.
2. the tenderer fulfils GRC's claim on good governance, environmental and social responsibility.
3. the tenderer agrees on participation in checks and audits as described.

Annex

Declaration of conformity
- according to procurement procedures for humanitarian actions –

The candidate

_____
name/company

_____
address

represented by

_____
representative's name

_____
address

assures that **none** of the following points apply:

a) The candidate or company are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.

b) The candidate has been convicted of an offence related to his professional conduct by a judgement which has the force of *res judicata*.

c) The candidate has been guilty of grave professional misconduct proven by any means which the contracting authority can justify.

d) The candidate has failed to fulfil obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which he is established, with those of the country of the contracting organisation or those of the country where the contract is to be carried out.

e) The candidate has been the subject of a judgement that has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the German Red Cross or European Union's financial interests.

f) The candidate has been declared to be in serious breach of contract for failure to comply with his contractual obligations pursuant to another procurement procedure or grant award procedure financed by the German Red Cross or European Union's budget.

The Contractor shall respect environmental legislation applicable in the country where the services have to be rendered and internationally agreed core labour standards, e.g. the ILO core labour standards, conventions on freedom of association and collective bargaining, elimination of forced and compulsory labour, elimination of discrimination in respect of employment and occupation, and the abolition of child labour.

The candidate also guarantees access to the relevant financial and accounting files and documents as well as other project related information and company registration data for the purpose of financial checks and audits or due diligence testing conducted by

- the European Commission,
- the European Anti-Fraud Office (OLAF),
- the European Court of Auditors and
- by chartered accountants / consultants / auditors commissioned by the German Red Cross or the relevant donor.

Furthermore, he confirms to work together with above mentioned parties when contacted directly. The refusal to share requested data and documents may lead to disqualification from tender processes and cancellation of closed contracts.

_____ _____
place, date signature