

Call for Proposals: GRC terms of reference for the First Phase of the Anticipation Hub Strategy 2030

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1. Tender Information

1.1 Request for Proposals

The contracting authority seeks an external expert (or team of external experts) to facilitate and lead the first phase of the process of developing the Anticipation Hub Strategy 2030.

1.2 Procurement Method

Public Tender – Öffentliche Ausschreibung gem. § 9 Abs. 1 UVgO

1.3 Proposal Submission

Submission deadline and binding period

The complete and binding offer must be submitted to the contracting authority no later than **10.10.2025 September 2025, by 14:00 pm, Berlin time**

The binding period, during which offers must remain valid, extends until 03.11.2025.

Please refrain from including clauses such as "non-binding" or "subject to change", as this may result in the exclusion of your offer.

Submission instructions

Please submit your offer as follows:

- As an **encrypted and password-protected attachment**
- The **password must be sent in a separate email**.
- Via **email** to: Team64-support@drk.de
- **Subject: Anticipation Hub Strategy 2030 Phase 1**

Important notice

Offers that are **not submitted** in an **encrypted** format **cannot be considered**.

1.4 Contracting Authority

Deutsches Rotes Kreuz e.V. – Generalsekretariat
Internationale Zusammenarbeit
Team 64 – Anticipation Hub
Carstennstraße 58
12205 Berlin

Note: *The strategy will be developed in the context of the current Global Project II (GPII), funded by the German Federal Foreign Office (GFFO), managed by the German Red Cross (GRC). The Anticipation Hub (AH) is embedded within GPII and contributes to its overall theory of change. As the current funding cycle ends in December 2025, the strategy development process will be developed in two phases with the first one in the last quarter of 2025 and the second one in the first and second quarter of 2026. The strategy development will contribute to informing future projects beyond 2025 and positioning the AH's vision, mission and strategic direction over the next 5*

years. Therefore, the first phase of the strategy needs to be finalized by the end of December 2025.

Since funding for this strategy development comes from the GPII project, the GRC will be referred to as the contracting party throughout these terms of reference.

Bidder Questions or Bidder Information

All bidder inquiries or requests for information must be submitted **exclusively via email** by 07.10.2025, to:

- Team64-support@drk.de
- **Reference: Questions Anticipation Hub Strategy 2030 Phase 1**

By submitting an offer, the bidder declares that they have fully reviewed, examined, and accepted the tender documents.

If the bidder identifies any uncertainties, omissions, contradictions, or errors in the tender documents that could impact the preparation of the offer, including price calculation (collectively referred to as "errors"), or if they have doubts regarding the legal, technical, or mathematical accuracy of the documents, they must immediately notify the contracting authority. This allows for timely clarification during the ongoing procurement process before the submission deadline.

The contracting authority reserves the right to make corrections and additions to the tender documents within the submission period. Any amendments will be made available to all interested companies on the official website.

Bidder inquiries will be collected and answered anonymously. Questions should be formulated in a way that prevents any identification of the inquiring party. The published responses will become an integral part of the tender documents.

1.5 Notes on the Draft Contract

The draft contract attached to the invitation to submit a proposal outlines the contracting authority's requirements for structuring the contractual relationship with the contractor and serves as the basis for contract conclusion. Important notice: All legal documents will **also** be in German; **the German version shall be the legally binding.**

During the proposal submission period, bidders may propose well-justified modifications to the draft contract as part of the bidder inquiry process. However, after the submission deadline, no changes to the draft contract will be accepted.

If the contract is awarded, the key contractual terms specified in the scope of services, and the contract will apply. These terms may be further detailed in the submitted offers but must not be altered.

2. Tender Timeline

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Tender Process Steps	Timeline
Publication of the Public Tender	26.09.2025
Deadline for Bidder Questions	7.10.2025
Submission Deadline for Offers	10.10.2025 by 14:00pm, Berlin time
Deadline for Contracting Authority's Inquiries Regarding Submitted Offers	13.10.2025
Data Protection Sheet (Top 2 Candidates)	15.10.2025
Invitation: Presentation of Offer (Top 2 Candidates)	Presentations will be scheduled 16.10.2025, 14:00 – 16:00 pm, Berlin time
Notification of Planned Contract Award	20.10.2025
Contract Conclusion (tentative)	03.11.2025
Start of Collaboration (tentative)	03.11.2025
Binding Period for Offers: <i>(Offers that do not comply with the binding period will be excluded.)</i>	03.11.2025
Inception Report	Tentative November 2025
White Papers Around Four Strategic Areas of Intervention	Tentative November 2025
Draft Theory of Change Document	December 2025
Draft Strategy Document	December 2025

1.6 Application

The tender is handled via an open procedure.

The tender documents consist of the following:

1. Terms of Reference
2. Price Sheet
3. Code of Conduct of the Red Cross and Red Crescent Movement
4. Rules of Conduct for staff and volunteers on GRC missions
5. Draft contract
6. Declaration of Conformity
7. Order Processing Agreement

8. Questions from the bidders answered by the client as well as corrections made by the client to the tender documents.
9. Bidder Questions from previous tender concerning a similar procurement

All documents are published on GRC's website:

<https://www.drk.de/das-drk/aktuelle-ausschreibungen/>

Revisions, additions, answers to questions etc. are likewise published under the link quoted. All documents and information as well as only those documents and information published under this link are authoritative, regardless of information provided in other format where the tender may be advertised in addition.

The **dossier** to be submitted must contain the following documents/ information as a pre-requisite for admission to the tender, **both with regards to the documents as well as the aspects to be covered therein** – incomplete dossiers may not be considered:

- **Letter of motivation**
 - Summarising relevant experiences and qualifications for the consultancy
 - Provision of 2 references with at least the title, timeframe, client, and reference person
- **Technical proposal (8-10 pages), including:**
 - Brief summary/outline of the consultant(s)' understanding of the Red Cross and Red Crescent Movement, the AH, and the task at hand
 - Evaluation design and methodology
 - Proposed timetable
- **Financial proposal**
 - Please complete the attached pricing sheet. All **orange-marked fields** must contain a price or a value entry. Even a single empty field may result in the exclusion of your offer. We ask you to fill out the green fields for faster processing of the award.
 - Note to the price sheet:
 - Financial proposals need to be in Euro (EUR) and show value-added tax (VAT) separately. Interested consultants who are registered outside of Germany must not include VAT in their offer. Based on the "reverse-charge procedure," GRC will pay respective statutory VAT in Germany.
 - The evaluation of all offers will consider the net price.
 - The price sheet will also ask you to accept the binding time of 03.12.2025 - please indicate your acceptance.
 - Please indicate your VAT number/taxpayer ID and bank account with your offer.
 - **The remunerable working time is set at 30 working days (1 working day = 8 h).**

- **Please note that prices not explicitly listed at the time of submission cannot be added retroactively after the contract has been awarded.**
- Examples of recent comparable work, max. 5 years old, with clear authorship by the consultant(s) mentioned in the application. Two strategies (if full strategies may not be shared for confidentiality reasons, executive summaries and/or factsheets including at least a description and outline of the approach and methodology applied).
- Curriculum Vitae (CV) of all team members
- Signed Declaration of Conformity.

Alternate offers (“Nebenangebote”) are permitted.

Please note: The top two candidates are required to complete the Data Processing Agreement prior to their interviews by COB 15.10.2025. Acceptance of this agreement by the GRC T64 Data Protection Officer is prerequisite for the commencement of the collaboration.

2. Terms of Reference

2.1 Background Information

2.1.1 The Anticipation Hub

The Anticipation Hub (AH) is a joint initiative of the German Red Cross (GRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and the Red Cross Red Crescent Climate Centre (RCCC). It was established in December 2020 and is supported by the German Federal Foreign Office (GFFO).

The AH serves as a central convener, connecting around 160 partners from across the Red Cross and Red Crescent Movement, academic and research institutions, NGOs, UN agencies, government bodies, donors, and networks engaged in anticipatory action.

Its mission is to promote knowledge exchange, joint learning, technical guidance, and strategic advocacy across practitioners, researchers, and policymakers to enable better, coordinated and collective anticipatory action in collaboration with at-risk communities.

Since its inception, the AH has worked through three strategic priorities – (1) learning, innovation and exchange; (2) guidance and support; and (3) policy and advocacy – which have shaped its services and positioned it as a central convenor and knowledge platform in the anticipatory action space.

2.1.2 Objective of the Contract

Building on the implementation of the 2021–2024 strategy¹ and insights gained from its recent evaluation; the Anticipation Hub is now entering a new strategic cycle. As a connector, knowledge broker and thought leader in anticipatory action, the AH is poised to evolve its vision and service

¹ This was extended to cover 2025 and align with the AH's funding phases.

offerings in response to shifting global dynamics, funding landscape, institutionalization of anticipatory action, and the needs of diverse anticipatory action stakeholders and implementers.

The AH Strategy 2030 will define the Hub's renewed vision, strategic priorities, and theory of change for the next five years. It should build on the achievements and lessons of the previous strategic period, respond to the findings of the recent evaluation of the 2021–2024 strategy, and reflect trends across the anticipatory action landscape. The strategy shall reaffirm the AH's added value and clarify its focus in a rapidly changing context marked by a humanitarian system that is under financial pressure, demand for increased coordination and localisation, and the evolution of anticipatory action across regions, sectors and hazards.

The strategy is intended primarily for the use of the Anticipation Hub. It serves to guide its priorities, activities, ways of working and governance structure in support of its role and positioning in the evolving anticipatory action landscape and community. While others – such as partners, decision-makers, and stakeholders – may engage with the strategy, its primary function is to provide direction for the AH's development and service delivery over the next five years.

To support the strategy development process, an external consultant (or team of consultants) will be contracted to lead the first phase of the process of its design, methodology, facilitation and delivery (see Sections 2.2, 2.3 and 2.4).

The final deliverable of this tender must be finished and accepted by 31 December 2025.

2.1.3 Key Collaborators

The consultant(s) will work in close collaboration with the Head of the AH throughout the strategy development process. The Head of the AH will serve as the primary focal point for decision making, alignment, communication, and coordination, and may engage AH staff for support as deemed appropriate. The Head of the AH will also liaise with the the Strategy Commissioner – that is, GRC Senior Management (T64 TL and Head of Int. Cooperation Division) – to ensure strategic alignment and guidance.

The founding parties of the AH – that is, the GRC, the IFRC, and RCCC – are key stakeholders and will be involved and included in the consultant(s)' methodology to ensure their perspectives are appropriately considered and reflected.

The composition and profiles of the consultant(s), along with the overall design, methodology and delivery of the strategy development process, must be clarified in advance between the Head of the AH and the consultant(s). It is expected that the consultant(s) engaged will correspond to those whose Curriculum Vitae (CV) are submitted as part of the tender process.

2.2 Scope of Work

The consultant(s) will lead and facilitate the first phase of the strategy development process. As outlined in Section 2.1.2, the strategy will provide future orientation and focus of efforts for the AH. The consultant(s) will be responsible for structuring the process into the following:

Phase 1: Data Collection and Analysis

- Review key background materials, including the previous strategy, its evaluation, and foundational inputs from the Head of the AH, including a stakeholder mapping and an initial outline of core and new activities and offering
- Assess strategic needs and opportunities in the anticipatory action landscape
- Conduct and manage remote consultations with key stakeholders identified through a stakeholder mapping exercise.
- Develop white papers around strategic areas of intervention to articulate the current challenges and possible solutions/USPs the AH could help overcome
- Deliver a summary of findings
- Develop a preliminary draft theory of change outlining intended impact, pathways of change, assumptions, and risks
- During this phase, the consultant(s) will be invited to participate to the Global Dialogue Platform 2025 which will be held on 2-4 December in Berlin, to interact with key stakeholders and partners of the AH
 - Travel expenses will be covered by the AH/GRC in accordance with the German Travel Expenses Act (Deutsches Reisekostengesetz). For detailed information, please refer to the draft contract.

The Head of the AH as the primary entity responsible for driving the strategy development, will be centrally involved across all stages of the process. AH staff may provide support to the Head of the AH as needed.

Deliverables

The consultant(s) will deliver the following outputs as part of the assignment:

- **Inception Report**
 - A concise document (max. 5 pages) outlining the approach, methodology, tools, workplan, and implementation steps and timelines for each deliverable
 - Includes feedback on the terms of reference, clarification of open questions
 - Brief summary/outline of the consultant(s)' understanding of the AH, and anticipatory action
- **Strategic white papers** – Prepare a set of papers focused on key intervention areas.
 - **Address challenges and solutions** – Clearly outline problem statements, current challenges, and possible solutions, highlighting the unique value AH can provide. Include how a (new) strategic focus and related activities could strengthen AH's role and impact. es of the Anticipation Hub could help address/resolve the stated issues
- **Draft Theory of Change** - Short draft of a clear and actionable theory of change that outlines the e AH's intended impact, strategic pathways, assumptions, and risks
- **Draft Strategy document** - First draft strategy document for feedback

The consultant(s) will be expected to propose a suitable design and methodology for the development of the AH Strategy 2030 for the first phase of the project as part of their consultancy offer. The approach should be grounded in mixed methodologies and participatory techniques that capture perspectives from the Head of the AH and AH staff, the founding partners, key stakeholders, and the broader anticipatory action community across global, regional, and national levels. It should also reflect the complexity of the AH's mandate, its coordination and governance structures, the evolving anticipatory action operational context and international funding landscape.

An outline of the proposed methodology must be included in the inception report (see Section 2.3) and presented as part of the selection process. The final methodology will be discussed and agreed upon with the Head of the AH at the kick-off meeting.

The methodology should demonstrate:

- A solid understanding of the AH's mandate, the AH Strategy 2021–2024, and its evaluation
- Familiarity with strategic planning processes, particularly in humanitarian and/or international development contexts
- A robust yet feasible approach that fits within the given timeframe

Potential methods may include, but are not limited to:

- Desk reviews of relevant background documents
- Key informant interviews and focus group discussions (remote)
- Stakeholders' consultations
- Online surveys
- Co-creation workshops or retreats

The consultant(s) will have access to a document repository, which includes the AH Strategy 2021–2024, its evaluation, internal reflections, a stakeholder mapping, and other relevant documents. Additional sources may be provided upon request.

Stakeholder engagement will be agreed with the Head of the AH based on a stakeholder mapping prepared in advance and shared with the consultant(s) before the start of the assignment. The following stakeholders are expected to be consulted:

1. GRC Senior Management (T64 TL and Head of Int. Cooperation Division)
2. GRC Anticipation Unit
3. IFRC and RCCC staff
4. Selected partners
5. AH Advisory Group members
6. AA donors (GFFO, FCDO, ECHO; Sweden, Ireland, Norway, Finland, Denmark, the Netherlands, etc.)
7. Government partners of the AH (e.g. Somalia, Mozambique, etc.)
8. Intergovernmental Organisations (IGAD, ASEAN, SADC, CEPREDENAC, etc.)

2.3 Strategy Quality and Ethical Standards

The consultant(s) shall ensure that the strategy development process is conducted in a professional, participatory, and transparent manner, and that it adheres to relevant ethical standards.

The process must respect and protect the rights and welfare of individuals and organisations involved in stakeholder consultations. The consultant(s) are expected to ensure that all data collection and engagement activities are conducted with sensitivity to diversity, power dynamics, and confidentiality, and in line with principles of inclusion and equity.

The final strategy and associated deliverables must be technically sound, well structured, and of high quality. The strategy shall be based on the findings of the AH Strategy 2021–2024 evaluation and grounded in the current landscape and needs of the anticipatory action community. It should reflect multiple perspectives and clearly articulate the strategic direction and priorities of the AH.

The Head of the AH will review the final deliverables based on a set of quality criteria (e.g. coherence, feasibility, clarity, relevance, consistency with the terms of reference and stakeholder feedback). Feedback will be provided before final approval, contractual closure, and final payment.

The consultant(s) will be expected to adhere to the principles and quality standards of the International Red Cross and Red Crescent Movement, including its Code of Conduct, and to comply with data regulations and related agreements as specified in the contract. The IFRC Framework for Evaluations (2024)² may be applied where relevant to ensure quality, accountability, and stakeholder engagement throughout the process.

3. Dissemination of the Strategy and its Application

The outputs of the first phase of the Anticipation Hub Strategy 2030 process will serve as an internal basis. All findings and deliverables will inform the second phase of the strategy development process in 2026, which will lead to the finalization of the new Anticipation Hub Strategy 2030.

The final strategy will be made available to key stakeholders involved in the process, including the AH, GRC, IFRC, RCCC, and any other relevant partners and stakeholders as appropriate.

The final version will serve as the strategic foundation for AH's work until 2030. It will guide internal planning and implementation, inform future project development (including future funding projects beyond GPII), and support external positioning and diversified partnerships.

The GRC will retain full rights to the strategy and all related materials produced under this and followed consultancies. The final strategy is intended to be made publicly available via the AH website and communication channels. It may also be shared through relevant networks, donor platforms, and public events. Decisions regarding publication and external use will be taken jointly by the GRC.

² IFRC Framework for Evaluations (2024) - <https://www.ifrc.org/sites/default/files/2024-06/IFRC%20Framework%20for%20Evaluations%202024.pdf>.

All deliverables must be submitted in English and in editable format (e.g. Word, PowerPoint), along with PDF versions for distribution.

3. Evaluation Criteria

The contract will be awarded to the most advantageous offer based on the following evaluation criteria:

3.1 Proof of Eligibility

Essential (compliance required for admission to tender):

- All key members of the strategy team have at least 3 years' experience in strategy development in international development cooperation and/or humanitarian assistance
- Experience in working in the field of international development cooperation, humanitarian assistance with RCRC Movement, United Nations agencies, international, national/local non-governmental organisations (NGOs) or civil society organisations (CSOs) or other international organisations or development banks
- Strong research, methodological and analytical skills, and ability to clearly synthesise and present findings, draw practical conclusions, make recommendations, and prepare well written reports
- Strong communication skills, including the ability to write clearly and concisely
- Excellent facilitation skills, with the ability to engage effectively with diverse stakeholders
- Fluency in English

Preferable (without rating):

- Expertise with international standards and best practices in anticipatory action and disaster risk management
- Demonstrated experience and expertise in disaster risk management, early warning systems, early action, anticipatory action, and humanitarian response
- Knowledge of additional languages (French, Spanish or Arabic) are an asset. Evidence of fulfillment of the above-mentioned essential aspects is assessed based on the documents submitted with the application dossier, notably the letter of motivation and the consultant(s)' CVs.

3.2 Evaluation Criteria

Candidates will be assessed using the following criteria:

Criteria	Weighting within the overall score	Maximum possible score
1. Technical Proposal The offered technical proposal demonstrates a high level of:	45%	45

<ul style="list-style-type: none"> • Understanding of the overall task at hand (20%) with consideration to anticipatory action • Suitability of methodology proposed to cover the scope and complexity of the task at hand with a sufficient level of detail to generate reliable results (15%) • Feasibility of timetable/workplan given the proposed timeframe (10%) 		
2. Work Samples The quality of the submitted work samples with regards to the suitability of the design and methodology applied to the task at hand	10%	10
3. Price ((netto with NGO-Discount)	30%	30
Subtotal (choice of the top three candidates for interview/presentation)	85%	85
4. The presentation demonstrates a high level of understanding, professionalism in presentation and engagement	15%	15
Sum	100%	100

3.3 Description of criteria

The evaluation of the award criteria is carried out by the contracting authority.

How it is evaluated:

- Each criterion is assessed on a points scale (as indicated per criterion), where higher points represent the higher score and 0 points the lowest.
- The weighting assigned to each criterion determines its percentage contribution to the overall score.

1. Technical Proposal

Weighting: 45%

Evaluation Focus:

- Understanding of the strategy development requirements, specifically the strategic aspects and the changing environment, with detailed and comprehensive strategy development methodology that address all aspects of the ToR within a minimal timeframe

What is evaluated:

- Submitted technical proposal:

- Understanding of the overall task at hand (20%) with consideration to anticipatory action
- Suitability of methodology proposed to cover the scope and complexity of the task at hand with a sufficient level of detail to generate reliable results (15%)
- Feasibility of timetable/workplan given the proposed timeframe (10%)

2. Work Samples

Weighting: 10 %

Evaluation Focus:

- Relevant work samples that are of very high quality, showing a concise understanding of their subject matter, highly suitable methodology as well as relevant and realistic outcomes tailored to the target audience

What is evaluated:

- Submitted quality of work samples:
 - The quality of the submitted work samples with regards to the suitability of the design and methodology applied to the task at hand

3. Price (netto with NGO-Discount)

Weighting: 30 %

Evaluation Focus:

- What is the proposed cost of the work?

What is evaluated:

- Proposed fee (netto)
- Proposed price needs to include all extra expenses
- The cheapest offer will achieve the highest points

Please note: The evaluation of points 1–3 will determine the top two candidates, who will be invited to an interview/presentation as part of the evaluation and procurement process.

4. Presentation

Weighting: 15 %

Evaluation Focus / What is evaluated:

- Professional and engaging presentation, capturing the strategic focus and context of the strategy development, and outlining approach, methodology, and expected outcomes in a concise way, as well as reflecting a thorough insight into the subject matter

3.4 Presentation Process

Based on an initial ranking as per the criteria stated above, three candidates with the highest score will be invited to present their offers in an online meeting via MS Teams of approx. 45 minutes in English with the Head of the AH and AH core staff as needed. In the case of a tie for rank three, both candidates shall be invited for a presentation. The presentations are expected to have a length of max. 20 minutes and to highlight relevant experience and qualifications; the consultant(s)' understanding of the AH and the task at hand; the strategy development design and methodology; and the proposed workload and timetable. These aspects will also be discussed during the meeting. The proposed timeframe for presentations is 23 September 2025. The presentation will be documented.

Used tool for the presentation: Microsoft Teams Meeting

Length of presentation: Max. 20 minutes

Time for questions from the AH: Max. 25 minutes

Note: The bidders are prohibited to present new documents that were not submitted with the offer or give additional and/or other information which is not stated within the tender documents. Presentations may not exceed 20 minutes.

GRC reserves the right to continue further communication after submission of quotes via a combination of media (e.g., post, email, phone). GRC may – but is not obliged to – ask each tenderer individually for clarification regarding their quote within a reasonable time limit, to be determined by the evaluation committee.

3.5 Assessment Method

The total score achieved by each offer is calculated by determining the quality point value (QPV). Based on the calculated point values, the total score is determined according to the weighting of price and quality.

For each price sub-criterion, the score is calculated as the quotient of the lowest offer and the offer being evaluated, multiplied by 100.

The evaluation is carried out by the contracting authority using a points scale, where 100 points represent the best possible rating and 0 points the worst. Each evaluation is justified in writing. The score achieved by the bidder for each award criterion is weighted according to the table (weighting).

$\sum \text{Achieved points per quality criterion (1)} \times \text{Weighting} = \text{Quality points}$

To determine the quality point value, all achieved quality points per award criterion are summed up.

To calculate the total points, all weighted points achieved are added:

$\sum \text{Price points} + \text{Quality points} = \text{Total points}$

3.6 Contractual Details

Applicants will be requested to sign and abide by the Code of Conduct and have to complete the Data Protection Form as part of the contract.

GRC will pay the consultant(s) awarded 30% of the total price upon signing the contract, 30% of the total price upon approval and acceptance of the initial report, and 40% of the total price upon approval and acceptance of the final report. The consultant(s) must provide an invoice containing his/her/their contact details, the services provided, bank details, and VAT number/ taxpayer ID and should allow at least two weeks for the processing of the payment.

Should there be any additional payment obligations on the part of GRC as agreed in the contract, e.g. related to travel expenses, the submission of original receipts is required for the payment.

4. Annex

[Anticipation Hub](#)

[AH's 2021-2024 Strategy and relevant annexes](#)