

## **Bidder questions**

### **Payment Travel**

- In this context, should the proposal budget include associated costs for travel, accommodation etc (albeit provisional), or would these be booked and paid by GRC directly? Alternatively, would these be considered expenses the consultant can claim, providing the relevant receipts?

It is planned that associated costs for travel and accommodation will be booked and paid by GRC directly according to the German “Reisekostengesetz”.

### **White Papers**

- Could you clarify the **intended themes or focus areas** for the four white papers?

The themes of focus areas for the Anticipation Hub during the next five years are expected to emerge from the stakeholders' consultations.

- Should these be framed as **regional analyses** (e.g., Africa, Asia, Latin America) or as **thematic contributions** (e.g., anticipatory finance, climate-security, localisation, or decolonisation)?

These should be framed with the problem statement and solutions on how a new strategic focus and activities of the Anticipation Hub could help address/resolve them.

- Will AH provide **guidance/background materials** for these, or are consultants expected to propose the focus areas?

The consultant is expected to synthesize them from the stakeholder consultations and develop them in close consultation with the Head of the Anticipation Hub. Some background material (including the evaluation of the Anticipation Hub's 2021-2024 strategy, stakeholder mapping, etc. will be made available)

### **Strategy Positioning**

- Is the 2030 Strategy primarily intended to position the Anticipation Hub as a **knowledge hub**, a **policy advocacy platform**, or also as an **operational partner**?

The 2030 Strategy is intended to guide the strategy direction and work of the Anticipation Hub over the next 5 years

- What are the key external agendas (such as the **GFFO humanitarian priorities**, **IFRC Strategy 2030**, and broader **anticipatory action frameworks**) that GRC wants to prioritise in the design of the 2030 Strategy?

Key external agendas may include some of the above, as well as the Humanitarian Reset agenda, new funding landscape, needs/demands from the wider anticipatory action community to mention few.

### **Innovation & Technology**

- To what extent should the 2030 Strategy address **digital innovation and AI integration** in anticipatory action?

This element may emerge from the stakeholder consultation and discussion with the Anticipation Hub.

- Does GRC expect the strategy to also include **ethical and governance considerations** for emerging technologies (e.g., AI use in early warning, data privacy, misinformation)?

No

### **Final Deliverable Format & Use**

- Beyond internal planning, do you envision the strategy being used for **external positioning and donor engagement** (e.g., presentation at the Global Dialogue Platform in December 2025)?

Yes. However, due to the timeline, it may not be possible to present the new Strategy at the upcoming Global Dialogue Platform in December. The Strategy is expected to be finalized at a later stage. (Please verify the amended ToR)

- Should the consultant plan to also support with **communications packaging** (e.g., executive summary, infographics, visual storytelling)?

Kindly note that in the amended ToR, the deliverables include the White Papers, a drafts Theory of Change, and draft strategy. The Strategy is expected to be finalized in 2026. Therefore, the communications package alongside visual is not required at this stage.

### **Amended ToR**

- The retreat has been removed (we assume it would take place in the next phase of the process). Are we therefore right not to include it as part of the methodology?

Yes, the retreat is no longer part of the amended ToR.

### **Project Management**

- Can you elaborate on the internal project team from the AH? Who would be part of the core project working group (next to the Head of the AH) and to which degree are they available for consultations and working sessions along the project delivery?

The main focal point of reference will be the Head of the Anticipation Hub, who will allocate responsibilities to other colleagues as deemed necessary and appropriate. In addition, the three co-founders of the Anticipation Hub, namely the GRC, IFRC and Climate Centre will be closely involved in the project. The ways of working and frequency of interactions will be discussed and agreed on at the beginning of the consultancy.

### **Project Delivery**

- The tender document mentions that IFRC and RCCC staff members are supposed to be consulted. Is this in addition to IFRC / RCCC colleagues who are working for the Anticipation Hub in their respective capacity as e.g. Functional lead, Global advisor, or Regional advisor?

Correct. IFRC, Climate Centre and GRC staff at different levels may be consulted. At the start of the consultancy the Anticipation Hub will make available to the consultants a stakeholder mapping for that purpose.

- Given the limited capacity available and given a diminishing return on interviewing additional stakeholders beyond a certain threshold, we suggest to interview a representative selection of internal and external stakeholders to be aligned at the beginning of the project. Do you have a perspective on the minimum number of stakeholder interviews to be conducted?

See above. We would suggest cluster stakeholders' groups. We don't have a minimum number of key stakeholders' interview. This item will be discussed and agreed upon at the beginning of the consultancy.

- Can you elaborate on the maturity level of the existing draft Theory of Change and to which degree you expect the external consultancy to validate and finetune this draft Theory of Change?

At present the draft theory of change is in its data collection phase. The consultant(s) are expected to complement and validate it based on the desk review and interviews. One of the deliverables from the ToR is for the consultant(s) to draft a preliminary ToC.

- To which degree do you expect to review / refresh the current vision, mission, and aims as part of this strategy exercise (vs. focusing e.g. on ToC, strategic priorities, etc.)?

The 2030 Strategy is intended to provide the strategic priorities of the Anticipation Hub over the next 5 years. This may entail a revision of the Anticipation Hub's vision, mission and objectives given the changing humanitarian landscape and evolving trends within the anticipatory action agenda and community.

**Legal – answers in German for legal purposes, translation provided**

- **Contract Type Clarification and partial acceptance:** Upon reviewing the draft contract, it remains unclear whether the services are to be rendered as a service contract (§ 611 BGB) or as a contract for work (§ 631 BGB) and services. We kindly request clarification. Should the intention be to deliver a defined result with defined acceptance criteria to be complied with, can we assume that acceptance criteria, cooperation duties and a possibility for partial acceptance will be aligned between the parties prior start of the project?

Im Deutschen Recht gibt es auch Mischformen von Verträgen. Grundsätzlich handelt es sich um einen Dienstleistungsvertrag, der aber § 6 Absatz 1 eine Abnahme **sofern erforderlich**, enthält. Erklärt wird die Intension des Auftraggebers in § 6 Absatz 2 Satz 2 wird erklärt, warum hier die Abnahme im Prozess gefordert wird. Es ist mithin ein typengemischter Vertrag.

Translation:

German law also recognises hybrid forms of contracts. These are essentially service contracts, but § 6(1) stipulates acceptance where necessary. The client's intention is explained in § 6(2) sentence 2, which explains why acceptance is required during the process. It is therefore a hybrid contract.

- **Liability Limitation** - According to § 14 of the contract, liability for slight negligence is limited to foreseeable, contract-typical damages. This means that the contract does not contain a monetary cap on liability. This may result in some bidders being unable to submit a commercially viable offer due to the incalculable risk. In this context, may we suggest the inclusion of an industry-standard liability cap based on the contract value?

Nein. Die Klausel gehört zum Hausstandard. Eine Anpassung des Vertrags ist zwar gegebenenfalls in geringem Umfang möglich, jedoch erfordert dies aufgrund dieser Klausel einen gewissen prozessualen Aufwand und kann zu diesem Zeitraum noch nicht mit Sicherheit zugesagt werden.

Translation:

No. The clause is part of the house standard. Although minor adjustments to the contract may be possible, this clause requires a certain amount of procedural effort and cannot be guaranteed at this stage.

- **Data Processing Agreement – Clarification of Scope:** The tender documents include a data processing agreement, and according to section 1.7 of the Terms of Reference, acceptance of this agreement is required. We kindly request clarification as to whether the processing of personal data is part of the scope of services. If so, could you please specify which categories of personal data will be involved? May we further suggest to limit liability under the DPA in the same way as under the main agreement.

Die Auftragsverarbeitungsverträge (AVV) werden durch den vom AVV Beauftragten geregelt. Dies kann im zweiten Schritt des Prozesses abgestimmt werden, da die Datenschutzbeauftragte alle AVV prüft und zustimmen muss. Das beigefügte Template dient als Vorlage des Hausstandards, um den Prozess zu starten. Die Anpassung kann und kann zu diesem Zeitraum noch nicht mit Sicherheit zugesagt werden.

#### Translation

The data processing agreements (DPAs) are regulated by the DPA officer. This can be coordinated in the second step of the process, as the data protection officer must review and approve all DPAs. The attached template serves as a model for the in-house standard to start the process. The amendment cannot be guaranteed at this stage.