GRC General Secretariat
International Cooperation

German Red Cross

Call for Proposals:

GRC Terms of Reference (ToR) for the Anticipation Hub Strategy 2030

1. Background Information

The Anticipation Hub

The Anticipation Hub (AH) is a joint initiative of the German Red Cross, 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 funded by the German Federal Foreign Office.

The AH serves as the central convener in anticipatory action (AA), connecting over 170 partners from across the Red Cross and Red Crescent Movement, academic and research institutions, NGOs, UN agencies, government bodies, donors, and networks.

Its mission is to promote knowledge exchange, provide guidance, and support advocacy across practitioners, researchers, and policymakers to enable better, coordinated and collective anticipatory action.

Since its inception, the AH has focused on three strategic priorities – (1) learning, innovation and exchange; (2) guidance and support; and (3) policy and advocacy. These priorities have shaped its services and positioned it as a key global knowledge and exchange platform in the anticipatory action space.

Background

The strategy will be developed in the context of the project *"German Red Cross Anticipatory Humanitarian Action Worldwide 2026–2028" (AHA Worldwide)*, funded by the German Federal Foreign Office (GFFO).

The project supports anticipatory action (AA) and related humanitarian disaster risk reduction (DRR) activities implemented by the German Red Cross (GRC) in more than ten countries, alongside a global component focused on technical support, knowledge exchange and the further development of AA within and beyond the International Red Cross and Red Crescent Movement. The global component also provides funding for the Anticipation Hub and its activities, supporting the wider uptake of AA across the Movement and the broader humanitarian system.

As the consultancy is funded through the AHA Worldwide project, GRC will act as the contracting party for this assignment and will be referred to as such throughout these Terms of Reference.

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2. The Consultancy

2.1 The Objective

Building on the implementation of the 2021–2024 strategy[1] and insights gained from its recent evaluation, the Anticipation Hub is entering a new strategic phase. As a convener, knowledge broker and thought leader in the AA space, the AH is poised to evolve its vision and service offerings in response to shifting global dynamics, funding landscape, institutionalization of anticipatory action, and the needs of a diverse and growing body of anticipatory action stakeholders and implementers.

With the Strategy 2030, the AH aims to define its renewed vision, strategic priorities and ways of working for the period 2027-2030, supported by a theory of change. The strategy should build on the achievements and lessons of the previous strategic period, reflect findings from the evaluation of the 2021–2024 strategy, incorporate insights from the Strategy 2030 Phase 1 work and internal partnership engagement strategy and consider emerging trends, opportunities and needs across the AA community.

The strategy should provide strategic direction rather than a detailed operational plan. It should clarify the AH's future role, added value, comparative advantage, intended contribution, strategic priorities, expected outcomes and approach to partnerships and service delivery for the period 2027-2030. It is intended to serve both as an internal guiding framework for the AH and as an external positioning document for partners and stakeholders engaged in AA. Internally, it will provide a shared strategic reference for the AH leadership and team, guiding future planning, partnerships and service development. Externally, it will communicate the AH's role, added value and contribution to strengthening AA globally.

The strategy development process should enable informed strategic choices, including the identification of areas where the AH should strengthen, adapt, reduce or discontinue its engagement, based on its comparative advantage, stakeholder needs, available resources and expected contribution to the wider AA ecosystem.

An external consultant (or team of consultants) will be contracted to facilitate the strategy development process and the draft the 2030 strategy (see Sections 2.2, 2.3 and 2.4). The consultant(s) will facilitate an inclusive, participatory and evidence-based process, engage relevant AH partners and stakeholders, synthesise existing analyses and translate findings into a coherent strategic framework that supports strategic decision-making.

[1] This was extended to cover 2025/2026.

2.2. Scope of Work

The consultant(s) will lead and facilitate the Anticipation Hub Strategy 2030 development process, working closely with the AH.

The assignment includes reviewing existing analyses, facilitating stakeholder engagement, supporting strategic reflection and decision-making, developing the Theory of Change, and translating agreed strategic directions into a coherent strategic framework for 2027–2030.

The consultant(s) should structure the strategy development process into the following phases:

Phase 1: Review and strategic analysis

The consultant(s) will conduct a structured review of existing strategic documents, evaluation findings, Phase 1 Strategy 2030 outputs and relevant internal analyses. This phase should:

- Consolidate key findings, achievements, lessons learned and recommendations from the previous strategic period;
- Identify key opportunities, challenges and strategic questions related to the AH's future positioning, added value and comparative advantage within the anticipatory action ecosystem;
- Identify areas requiring further consultation and strategic discussion during the strategy development process.
- Conduct initial interviews with selected stakeholders to understand perceptions of the AH's current role, strengths, challenges and future opportunities.

Phase 2: Collaborative strategy development

The consultant(s) will facilitate a participatory process to develop the strategic direction for the AH Strategy 2030. This phase should include:

- Further stakeholder consultations (key informant interviews, focus group discussions and workshops with AH team, founding members, partners and selected stakeholders;
- Validation of findings and exploration of different perspectives on the AH's role, positioning, comparative advantage and future contribution;
- Facilitation of strategic discussions with the AH Co-Heads and team, key stakeholders to assess strategic options, identify priorities and trade-offs, and support informed decisions on the AH's future role, added value, comparative advantage, positioning and ways of working. The consultant(s) should document key strategic choices, their rationale and any outstanding questions requiring further decision-making;
- Facilitation of internal strategic reflection with the AH Co-Heads and team on future priorities, trade-offs, areas of focus and implications for ways of working
- Theory of Change 2027-2030 development, incl. intended impact, strategic pathways, assumptions, risks and relevant indicators;
- Development and refinement of strategic priorities, intended outcomes, ways of working and partnership approaches, based on agreed criteria such as relevance to the AH's mandate, added value and comparative advantage, contribution to the anticipatory action ecosystem, feasibility, available resources and potential for impact;

Phase 3: Finalization and Strategic Communication

The consultant(s) will draft and finalize the Strategy 2030 under the guidance of the two AH Co-Heads. This phase should include:

- Preparation of a draft Strategy 2030 document for review and feedback;
- Presentation of the draft strategy to relevant stakeholders;
- Facilitation of a final validation workshop.
- Revision and finalization of the strategy document;
- Development of tailored communication materials to support dissemination and uptake among key audiences;

2.3. Methodology

The consultant(s) will propose a suitable design and methodology for the development of the AH Strategy 2030 as part of their consultancy offer. The approach should be based on participatory, inclusive and evidence-informed methods capturing perspectives from the two AH Co-Heads and the Anticipation Hub team, founding partners, key stakeholders and the wider anticipatory action community.

The methodology should reflect the complexity of the AH's role as a global convening platform, including its position within the Red Cross and Red Crescent Movement, its diverse partnerships and its contribution to the wider AA ecosystem.

The proposed methodology should:

- demonstrate a strong understanding of the AH's mandate, previous strategy, evaluation findings
- enable meaningful engagement with stakeholders across global, regional and national levels;
- support collective reflection and strategic decision-making rather than only document review and drafting;
- provide a realistic and feasible approach within the timeframe and resources available;
- ensure that the final strategy reflects both internal priorities and external expectations

The methodology should combine document review, qualitative consultations and participatory strategy development approaches. The consultant(s) should propose an appropriate mix of methods to ensure that the strategy reflects both internal perspectives and the expectations of the wider anticipatory action community. Methods may include, but are not limited to:

- Desk review (relevant strategic documents, evaluations, analyses, background materials)
- Key informant interviews with AH leadership, staff, founding members, partners, donors, and relevant external stakeholders;
- Focus group discussions with selected stakeholder groups to explore shared expectations and opportunities for the AH's future development;
- Online surveys to gather broader perspectives from the AH network, where appropriate;

- Co-creation workshops and validation sessions to develop and refine strategic priorities and the Theory of Change.

Consultations should go beyond gathering feedback on proposed activities and should explore stakeholders' perceptions of the AH's current and future role, added value, comparative advantage, partnership model and contribution to strengthening AA.

The awarded consultant(s) will have access to a document repository containing relevant materials, including:

- The AH Strategy 2021–2024
- Evaluation of the AH 2021–2024 strategy [including annexes; internal document]
- AH Strategy 2030: Areas of Focus and Strategy Outline – Brief for consultation (including annex: "Mapping of key findings against 2030 strategy") [= internal document]
- AH partnership engagement strategy and related analyses [=internal document]
- Anticipatory Action in 2025: A global overview

The consultant(s) will be responsible for designing the consultation approach, developing interview and discussion guides, conducting consultations, and synthesising findings to inform the strategy development process. The two Co-Heads of AH will support stakeholder identification, introductions and coordination.

The following stakeholders are expected to be consulted, in accordance with the two Co-Heads of the AH:

- Anticipation Hub team
- Anticipation Hub Coordination Group
- Anticipation Hub Steering Committee
- Anticipation Hub Advisory Board
- Selected Anticipation Hub partners
- Selected representatives from the broader anticipatory action community (e.g. donors, government authorities, intergovernmental bodies)

2.4. Deliverables

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

1) <u>Inception Report</u>

A concise inception report (maximum 5 pages) outlining:

- The proposed approach, methodology and analytical framework;
- Detailed workplan, timeline and milestones;
- Proposed consultation and engagement approach;
- Clarifications or comments regarding the Terms of Reference;
- The consultant(s)' understanding of the AH, its role and the anticipatory action landscape;

2) **Initial findings and strategic reflection workshop**

Design and facilitation of an internal workshop (in Berlin in -person) with the AH team to:

- Present key findings from the review phase;
- Validate emerging insights and strategic considerations;
- Facilitate discussion on future priorities, positioning and ways of working;
- Discuss emerging elements of the Theory of Change and pathways of change;
- Document key conclusions and agreed next steps/decisions

3) **Stakeholder consultation and findings synthesis**

The consultant(s) will conduct targeted interviews and/or focus group discussions with selected AH members, partners and anticipatory action stakeholders to explore perceptions of the AH's role, added value, future positioning and strategic priorities. The proposed scope and number of consultations should be sufficient to ensure balanced representation of the AH's stakeholder groups and should be agreed during inception.

The consultations' findings will inform the development and refinement of the Strategy 2030. The consultant(s) will be responsible for designing the consultation approach, developing interview and discussion guides, conducting consultations, and synthesizing findings in a concise summary note.

4) **Theory of Change framework**

A clear Theory of Change for the Strategy 2030, developed in close connection with the strategic priorities and intended outcomes, outlining:

- intended impact;
- strategic pathways of change;
- key assumptions;
- risks and external factors;
- A limited set of relevant outcome-level indicators to monitor progress.

The Theory of Change should be integrated into the final Strategy 2030, with supporting detail included in an annex, as appropriate.

5) **Draft Strategy 2030 document**

A substantial complete first draft of the AH Strategy 2030 for review and feedback, including:

- Vision and strategic direction
- Strategic priorities
- Intended outcomes
- Partnership and implementation approach

6) **Final validation workshop**

The consultant(s) will prepare and facilitate a final validation workshop (preferably conducted in-person in Berlin) with AH leadership, staff and selected key stakeholders to:

- Present the draft Strategy 2030 and Theory of Change;
- Validate the proposed strategic direction, priorities, intended outcomes and ways of working;
- Facilitate discussion on remaining strategic questions, trade-offs or areas requiring clarification;
- Document key feedback, confirmed strategic decisions, agreed revisions and any outstanding issues requiring resolution before the Strategy 2030 finalisation

7) **Final Strategy document and communication package**

A final, concise and accessible Anticipation Hub Strategy 2027-2030, incorporating feedback from consultations and the validation process.

The final package will include:

- Strategy document (approximately 20–25 pages, excluding annexes);
- Annexes, as required;
- Two-page summary of the Strategy 2030 for external communication;
- Presentation deck summarizing the Strategy 2030 for use with internal and external audiences

2.5. Timeline

The following timeline outlines the expected deliverables and their respective submission deadlines. Dates for workshops are indicative and subject to confirmation.

Inception report	15 January 2027
Initial findings and strategic reflection workshop (in Berlin)	25 January 2027 (tentative)
Stakeholder consultations and findings synthesis	18 January – 12 February 2027
Theory of change framework	19 February 2027
Draft Strategy 2030 document	05 March 2027
Final Validation workshop	15 March 2027 (tentative)
Final strategy document and communication package	**31 March 2027**

2.6. Governance, roles and key stakeholders

The consultant(s) will work in close collaboration with the two Co-Heads of the AH (Head of the AH - Policy, Partnership, Communication; Head of AH – Learning & Exchange). The Head of the AH (Policy, Partnership, Communication) will serve as the primary focal point for the consultant(s) and will be responsible for day-to-day coordination, communication, alignment and operational decision-making.

The two AH Co-Heads will provide overall strategic guidance and support access to relevant AH staff, partners, documents and resources. The Head of the AH (Policy, Partnership, Communication) will liaison internally with GRC Senior management and externally with the AH Coordination Group (IFRC, RCCC, GRC) to ensure oversight and institutional alignment among the AH founding members.

Strategic decisions regarding the AH's future direction and priorities will remain the responsibility of the two AH Co-Heads. The consultant(s) will facilitate the decision-making process by presenting strategic options, synthesising stakeholder perspectives and documenting agreed directions and outstanding issues.

The Strategy 2030's final approval lies with the Anticipation Hub Steering Committee (GRC, IFRC, RCCC). Communication with the Committee during the process is to be coordinated with the AH leadership.

2.7. Quality and Ethical Standards

The consultant should take all reasonable steps to ensure that his/her work and related outputs reflect up-to-date standards, that the approach is evidence-based, and to ensure that the development process is inclusive, participatory, reliable, and legitimate, conducted in a transparent and impartial manner. Any data collected must be safeguarded, respecting existing data security rules, to protect the rights of the individual and organisations.

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, internal preparatory work, and grounded in the current landscape and needs of the AA community. It should reflect multiple perspectives and clearly articulate the AH's strategic direction and priorities.

The two AH Co-Heads will review the final deliverables based on a set of quality criteria (e.g. coherence, feasibility, relevance, stakeholder feedback). The consultant will be required to address the feedback provided and revise the deliverables accordingly. Final approval, contractual closure and final payment will be subject to the satisfactory incorporation of feedback and acceptance of the revised deliverables by the AH Co-Heads.

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[2] (2024) may be applied where relevant to ensure quality, accountability, and stakeholder engagement throughout the process.

2.8 Dissemination of the Strategy

The GRC will retain full rights to the strategy and all related materials produced under this consultancy. The final strategy is intended to be made publicly available via the AH website and communication channels as well as other relevant networks, networks, donor platforms, and public events. Decisions regarding publication and external use lie solely with the GRC.

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

3. Annexes

Anticipation Hub

AH's 2021-2024 Strategy

Evaluation of the AH's strategy 2021-2024 (Executive Summary)

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