1. Invitation to Tender

for the Anticipation Hub Strategy 2030 - Consultancy

The German Red Cross (GRC) invites qualified tenderers to seeks an external expert (or team of external experts) to facilitate and lead the process of developing the Anticipation Hub Strategy 2030.

This procurement procedure is conducted as a Public Tender – Öffentliche Ausschreibung gem. § 9 Abs. 1 of the German Unterschwellenvergabeordnung (UVgO).

The procedure is carried out in line with the applicable provisions for publicly funded projects.

1.1 Contracting Authority

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

1.2 Proposal Submission and binding period

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

The complete and binding offer must be submitted to the contracting authority no later than **18 November 2026,** by 13:00 CET.

Late submissions will not be considered.

The **binding period**, during which offers must remain valid, extends until **23 December 2026.**

Offers must not contain clauses such as ‘non-binding’ or ‘subject to change’, otherwise the offer may be rejected.

Please submit your offer as follows:

- **via email** to: Team64-support@drk.de
- **Subject: Anticipation Hub Strategy 2030**

1.3. Questions on the Tender and Clarification

Requests for clarification and any questions regarding the tender documents must be submitted by 13 November 2026

- **exclusively via email** to Team64-support@drk.de
- **reference: Questions Anticipation Hub Strategy 2030**

The contracting authority reserves the right to make corrections and additions to the tender documents within the tender period. Such information will be communicated to all tenderers in a transparent and non-discriminatory manner and shall become part of the tender documents.

Revisions, additions, answers to questions, etc. are likewise published under https://www.drk.de/das-drk/aktuelle-ausschreibungen/ . All documents and information published under this link, are authoritative, regardless of information provided in other formats where the tender may be advertised in addition.

Bidder inquiries will be collected and answered anonymously. Questions should be formulated in a way that prevents any identification of the inquiring party.

Tenderers are responsible for examining the tender documents in full. If a tenderer identifies any inconsistencies, errors, omissions, or ambiguities that may affect the preparation of the tender, they shall inform the contracting authority promptly in order to allow clarification within the ongoing procedure.

By submitting a tender, the tenderer confirms that they have reviewed and accepted the tender documents in their entirety.

1.4 Information on the Contract

Duration

The **contract period is from 14 December 2026 to 31 March 2027**.

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.

During the tender 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 offers submitted but must not be altered.

Budget

The **maximum budget for this consultancy is EUR 25,000 net** (plus taxes, where applicable), covering all fees and associated costs, including travel, accommodation and expenses related to workshops and meetings.

1.5. Tender Timeline

Tender Process Steps	**Timeline**
Publication of the Public Tender	28 October 2026
Deadline for Bidder Questions	13 November 2026
Submission Deadline for Offers	**18 November 2026, 13:00 CET**
Deadline Contracting Authority's Inquiries Regarding Submitted Offers	27 November 2026

Interview/Presentation of Offer (all candidates who achieved more than 60 points in the 1-3 evaluation criteria)	30 November 2026 (tentative)
Notification of Planned Contract Award	08 December 2026 (tentative)
Contract Conclusion	14 December 2026 (tentative)
Start of Collaboration	14 December 2026
Binding Period for Offers	Until 21 December 2026

1.6. Application

The tender documents consist of the following:

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

All documents are published on GRC´s website:

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

The **offer** submitted must contain the following documents with information on the bullet points stated. This is a pre-requisite for admission to the tender. **Incomplete dossiers may not be considered:**

1) **Letter of motivation**
   - Summarising relevant experiences and qualifications for the consultancy
   - Provision of 2 reference documents with at least the title, timeframe, client, and reference person
2) **Technical proposal (maximum 6 pages), including:**
   - Brief summary/outline of the consultant(s)' understanding of the Red Cross and Red Crescent Movement, the Anticipation Hub, the Anticipation Hub's interagency responsibility and the task at hand
   - Strategy design and methodology
   - Proposed timetable
3) **Financial proposal**
   - needs to be in EURO (EUR)
   - shall **state its validity** until min. **22 December 2026**
   - The **maximum budget for this consultancy is EUR 25,000** (**net,** excluding VAT), covering all fees and associated costs, including travel, accommodation and expenses related to workshops and meetings**.**
   - needs to **state value-added tax (VAT) separately**. Consultants outside Germany must not include VAT in their offer (reverse charge applies)
   - Please indicate your VAT number/taxpayer ID and bank account

4) **Examples of recent comparable work, max. 5 years old,** with clear authorship by the consultant(s) mentioned in the application:
    - **Two (2) strategy samples** (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).
5) **Signed Declaration of Conformity**
6) **Curriculum Vitae** (CV) of all team members, excluding any personal information not relevant to the consultancy.
7) **Certificates** as needed to showcase eligibility

Alternate offers (“Nebenangebote”) are permitted.

2. Evaluation Criteria

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

2.1. Proof of Eligibility

Essential (compliance required for admission to tender):

- At least five years of professional experience (lead consultant), incl. demonstrated experience in developing organizational/institutional strategies
- Demonstrated experience working with partnerships, networks or multi-stakeholder initiatives in the humanitarian sector, incl. experience in navigating various institutional perspectives and interests
- Demonstrated knowledge of and experience in AA, DRM, early warning systems and/or humanitarian assistance
- Strong research, methodological and analytical skills, incl ability to synthesise complex information, identify strategic implications and translate findings into coherent strategic recommendations
- Proven experience in facilitating participatory strategy development processes and engaging diverse stakeholder groups, incl senior management
- Strong communication and writing skills, incl. ability to produce clear, concise and high-quality strategy documents

Preferable (without rating):

- Experience working with the Red Cross and Red Crescent Movement and/or the Anticipation Hub
- Knowledge of additional languages, particularly French, Spanish or Arabic

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 and certificates.

2.2. 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: • Understanding of the assignment and the strategic context (20%) • Suitability of the proposed methodology (15%) • Feasibility of timetable/workplan given the proposed timeframe (10%).	45%	45

2. Work Samples Relevance and quality of comparable strategy development work, including clarity, strategic coherence, methodological quality and suitability for the intended audience	10%	10
3. Price (net)	30%	30
Subtotal (choice of the top three candidates for interview/presentation)	85%	**85**
4. The presentation and discussion	15%	15
Sum	100%	**100**

2.3. Description of evaluation 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 changing environment, with a detailed, comprehensive methodology that addresses all aspects of the ToR within the given timeframe

What is evaluated:

- Submitted technical proposal:
    - Demonstrated understanding of the AH's role, mandate, partnership model, strategic positioning and the evolving AA landscape, as well as the purpose and expected outcomes of the Strategy 2030 process (20%)
    - Suitability and clarity of the proposed methodology to address the assignement's scope and complexity, including the approach to stakeholder engagement, synthesis of existing evidence and consultation findings, facilitation of strategic reflection and prioritisation, consideration of strategic trade-offs, and development of the Theory of Change (15%)
    - Feasibility and coherence of the proposed timetable and workplan, including sequencing of activities and deliverables and the realistic allocation of time and resources (10%)

2. Work samples

Weighting: 10 %

Evaluation Focus:

- Relevance and quality of comparable strategy development work

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

What is evaluated:

- Submitted quality of work samples:
    - Relevance and quality, including clarity, strategic coherence, methodological quality and suitability for the scope

3. Price (net)

Weighting: 30 %

Evaluation Focus:

- The proposed cost of the work

What is evaluated:

- Proposed fee (net)
- The cheapest offer will receive the highest points

Please note: If an offer does not meet the minimum requirement of 60 points in the 1-3 evaluation criteria, it will not be considered for an interview/presentation as part of the evaluation and procurement process.

4. Presentation

Weighting: 15 %

Evaluation Focus:
Presentation and subsequent discussion

What is evaluated:

- Clarity and coherence in presenting the proposed approach, methodology, workplan and expected outputs;
- Demonstrated understanding of the AH, the assignment and the strategic context of the Strategy 2030 process;
- Ability to explain and justify methodological choices, respond to questions and reflect on strategic trade-offs;
- Quality of communication and facilitation skills relevant to engaging diverse stakeholders throughout the assignment.

2.4. Presentation Process

Based on an initial ranking, the two highest scoring candidates will be invited to present their offers in an online meeting in English to the Anticipation Hub-Heads and core staff, as needed. The presentations, shall highlight relevant experience and qualifications; the consultant(s)' understanding of the Anticipation Hub and the task at hand; the strategy development design and methodology; and the proposed workload and timetable. The proposed date for presentations is 30 November 2026. The presentation will be recorded.

Used tool for the presentation:	Microsoft Teams Meeting
Length of presentation:	Max. 20 minutes
Time for questions from the AH:	Max. 25 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.

2.5 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).

∑ *Achieved points per quality criterion (1) × Weighting = 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:

∑ *Price points + Quality points = Total points*