

**German Red Cross (GRC)**  
National Headquarters  
International Cooperation Division  
Team 63  
Carstennstr. 58  
12205 Berlin  
Germany

Berlin, 5<sup>th</sup> April 2024

**Public tender**  
**for team workshops and leadership coaching (2024-2025)**  
**for the dept. Movement, Institutional Partnerships and Learning**

The German Red Cross (GRC) is inviting quotations for the facilitation of the above-mentioned tasks to be undertaken for the department Movement, Institutional Partnerships and Learning within GRC's International Cooperation Division. 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.

**A) Procurement procedure**

The procurement is handled via a public tender.

**B) Context**

The department Movement, Institutional Partnerships and Learning (T63) within the International Cooperation Division of the German Red Cross was created in 2019 to enable continuous improvement of the quality of GRC's international cooperation through defined standards, processes and institutional learning, considering internationally recognized standards and donor requirements. Furthermore, it also aims at fostering and broadening the cooperation with internal and external partners through strategic exchange and technical support. The department consists of one unit and one technical cluster:

- Movement and Institutional Partnerships (M&IP) unit
- Monitoring, Evaluation, Accountability and Learning (MEAL) Technical Cluster

Unit and cluster are led by a Head of Unit (HoU) and a Technical Cluster Lead, respectively.

The department currently consists of ten colleagues (one colleague works also for another department and for the Director of the International Cooperation Division). A new position has been created in 2024. All colleagues except one are based in Berlin. The colleague based in Uganda will be travelling to Berlin to attend the workshops in person.

The specific focus of the team workshops for 2024 and 2025 needs to be developed through interviews with different team members to ensure needs-based workshop agendas. A possible emphasis of the workshops could be the improvement of processes, practices and overall cooperation within the department and across different departments and units within

the International Cooperation Division, as well as the support in change and strategic processes (e.g. implementation of Division Strategy, planning processes).  
Some strategic meetings will be required each year upon request to prepare the workshops.

Specific challenges and topics of the department are:

- Building and strengthening the team spirit (in a changing team);
- Finding/ reviewing methods for collaboration within the team and how to further intensify the institutionalization of exchange (incl. looking at synergies between both units and how they can be better articulated and used);
- Finding/ reviewing methods for collaboration with other departments and units of the Division;
- Aligning with the Division strategy and resources as well as supporting its implementation and review;
- Institutionalizing learning and knowledge management within the department and in the Division;
- Prioritizing tasks and responsibilities and managing workload (esp. with personnel changes and more members working part-time);
- Effective coordination and engagement within the Division and with external partners;
- Innovation (permanent reflection and adaptation of processes);
- Annual planning and review processes and exercises.

Leadership coaching/ advice might be required occasionally on specific challenges and topics (see below).

### **C) Tasks to be performed by consultant<sup>1</sup>**

#### **Team workshops**

1. Preparation of 2 workshops (one in 2024 and one in 2025) (overall 3 days).
2. Facilitation of 2 workshops (one in 2024 and one in 2025) in presence (location in Berlin) (one workshop à 1 day).
3. Photo documentation and main outcome reporting of each workshop (à 0,5 days per workshop).

The workshops are intended to take place in Berlin in presence. In case of restrictions on meetings in presence e.g. due to COVID-19 or similar, the workshops might take place virtually if required by the client.

The exact dates of the workshops will be agreed upon between the client and the facilitator.

#### **Leadership coaching**

4. Leadership coaching to support Head of Unit/ Cluster Lead and their unit/ cluster members in their role in strategic development and collaboration to achieve aligned objectives. Support in change processes (up to 10 sessions per year; one session is calculated with 2 hours (including preparation and follow-up)).

### **D) Expected outputs**

#### **Team workshops**

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<sup>1</sup> See summary below.

Overall questions for the workshops will be specified in the course of 2024 and 2025.

Objective:

- Objectives will be specified in the course of 2024 and 2025.

### **Leadership coaching**

Specific questions will be defined based on individual requests.

Objective:

- Provide a room for reflection, advise and exchange with members of the team as per request including topics such as leadership, conflict management, time management, change processes.

## **E) Location and dates for the delivery of requested services**

The workshops will be held in person in Berlin, with the exact location still to be confirmed. In case of restrictions on meetings in person e.g. due to COVID-19 or similar, the workshops might take place virtually if required by the client.

The dates for the workshops still need to be confirmed. The first workshop in 2024 will preferably take place in September 2024.

Leadership coaching will take place based on individual requests and in agreement between the client and the consultant. The exact dates, times and locations are still to be confirmed.

## **F) Profile of consultant sought**

The client seeks consultants with the following qualifications:

Required (for admission to the tender):

- Min. 3 years experience in workshop facilitation (in person/ virtual);
- Min. 3 years experience in coaching/ advice of leadership;
- Organizational development/ change management experience;
- Intercultural experience;
- Very good command of English;
- Empathy, enthusiasm, and creativity.

Preferable:

- Experience with agile working methods (e.g. Scrum Master);
- Experience in different reporting methods;
- Experience in organizational development with humanitarian/ development organizations;
- Own experience in humanitarian affairs/ development, including field experience;
- Good command of German;
- Knowledge of or experience in working with the German Red Cross or the Red Cross Red Crescent (RCRC) Movement.

The fulfillment of above mentioned criteria shall be eminent from the CV and letter of motivation submitted. If the tenderer has a qualification or certification in workshop facilitation, coaching, organizational development or change management, he/she is requested to submit the relevant documents together with the application.

## **G) Content of application dossiers to be submitted**

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

1. Curriculum Vitae
2. Qualifications or certificates in workshop facilitation, coaching, or organizational change management, if applicable.
3. Brief letter of motivation with:
  - Summary of relevant experiences, qualifications and language skills for the preparation and facilitation of the Team Workshops and coaching;
  - Outline and description of the approach and methodology applied to facilitate the workshops in order to address the defined questions and to achieve the objectives, including methods of documentation;
  - Period of validity of offer (31.05.2024);
  - Commitment to Code of Conduct.
4. 3 work samples or summaries of 3 work samples 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 work samples should not be older than 3 years. Work samples (e.g. workshop documentation or reports) may be handed in.
5. Financial offer indicating the total sum of the offer (based on daily rates (Workshops)) and hourly rates (Coaching)) for the tasks outlined below. To be submitted in net (excluding sales tax) and in gross (including sales tax). For bidders outside of Germany, the reverse charge procedure is used. In those instances only the net amount must be stated.

Overview: Number of assumed working days (up to) for requested tasks*			
		2024	2025
2 workshops	Preparation	1,5	1,5
	Facilitation	1	1
	Reporting & documentation	0,5	0,5
Number of days overall		3,0	3,0
Leadership coaching in hrs (up to)		10 sessions* x 2hrs	10 sessions* x 2hrs
Number of hours overall (up to)		20 hrs	20 hrs
*One session including preparation and follow-up is calculated with 2 hrs			

6. A signed declaration of conformity (annexed to this document)

**Please note that in order for a candidate to be admitted to the tender, not only must all documents outlined above be submitted, but also all points covered in the documents. GRC strongly encourages tenderers to reach out via email as specified below in case of questions in order to ensure that the dossier is not excluded based on formal errors.**

#### **H) Requirements for submission of quotes, presentation of offers**

Deadline for submissions:	<b>26.04.2024, 13:00 hrs (Europe/ Berlin time zone)</b>
Form of submission:	via email <u>with password-protected attachments</u> ; <b><u>password</u></b> to be sent in <b><u>separate</u></b> email to same address
Email address for submissions:	<u>Ausschreibungen-Team63@drk.de</u> with copy to <u>s.schneider@drk.de</u> and <u>v.schmitt@drk.de</u>
Subject header:	<b>“Tender documents ref. # 2024-01-001 T63”</b>
Validity of offer required:	31.05.2024
Questions:	to be raised via email until 22.04.2024, 17:00 hrs (Europe/ Berlin time zone) to the addresses specified above

GRC reserves the right to continue further communication after submission of quotes via a combination of media (e.g. post, email, phone). All non-written communication is documented.

Presentation of offers:	13.-17.05.2024
Used tool for the presentation:	Microsoft Teams meeting (the client will send an invitation)
Length of presentation:	Max. 20 minutes
Length of questions:	Max. 25 minutes

Min. 3, max. 5 bidders who submit a complete bid, fulfil the requirements and are ranked highest on the documents submitted as outlined below are requested to give a presentation of their offer and answer related questions in an approx. 45 minute meeting held via MS Teams in English language with the Head of T63 and members of the team. In case of a tie, all bidders with the same ranking will be invited to present. The presentation should be no longer than 20 minutes, cover relevant experiences and qualifications for the services sought (team workshops/ processes, leadership coaching), outline the proposed approach to the team workshops, and outline how key aspects of team strategizing and team building in a changing and intercultural environment shall be supported. The candidate shall be prepared to answer questions and enter into a discussion on these matters with the attending GRC staff. The presentation will be documented.

Note: The bidders are prohibited to present new documents that were not submitted with the offer. Presentations may not exceed 20 minutes.

#### **I) Evaluation of proposals and presentations, award of contract**

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

**Criteria:**

- The offered approach of the planned implementation of the service at hand demonstrates a high level of fit and quality (30%), including coherence of design, suitability of approach to objectives and context, diversity of methods.
- The presentation shows a high level of professionalism in presentation, tact and sensitivity in engagement (20%).
- Quality of work samples and outline of presented past assignments (20%), including coherence of design, suitability of approach to objectives and context, diversity of methods.
- Total financial sum of the offer (30%).
- Very good 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 proposal for the task at hand, quality of work samples and outline of past assignments (on the basis of the submitted bid) show 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 and/or the competencies demonstrated in the presentation are insufficient.

2 points =

fulfilled basic criteria

2 points are being awarded if the bidder's proposal for the task at hand, quality of work samples and outline of past assignments (on the basis of the submitted bid) show 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 and/or the competencies demonstrated in the presentation are insufficient.

3 points =

fulfils all criteria

3 points are being awarded if the bidder's proposal for the task at hand, quality of work samples and outline of past assignments (on the basis of the submitted bid) show 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 and/or the competencies demonstrated in the presentation are insufficient.

4 points =

fulfils criteria well

4 points are being awarded if the bidder's proposal for the task at hand, quality of work samples and outline of past assignments (on the basis of the submitted bid) show 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 and/or the competencies demonstrated in the presentation are insufficient.

5 points =  
fulfilled criteria  
very well

5 points are being awarded if the bidder's proposal for the task at hand, quality of work samples and outline of past assignments (on the basis of the submitted bid) show 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 and/or the competencies demonstrated in the presentation are insufficient.

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:

$$\left( \frac{\text{price of the cheapest offer}}{\text{price of the offer to be evaluated}} \times 100 \right) \times \text{percentage weighting (30\%)} = \text{price points}$$

The school grading system is of course not applicable to the evaluation of the price.

The quality is evaluated for each award criterion as follows:

$$(\text{points achieved} \times \text{factor 20}) \times \text{percentage weighting} = \text{quality points}$$

Example:

$$5 \text{ (school grade)} \times \text{factor 20} = 100 \quad 100 \times 50\% = 50 \text{ points}$$

Calculation of the total points (price and quality):

$$\text{price points} + \text{quality points} = \text{total points achieved}$$

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 determined by the evaluation committee. The samples will remain the property of 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. 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. 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 fulfills 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