

REQUEST FOR PROPOSAL

Digital events and workshops: Norwegian Red Cross international strategy implementation “Oslo Summit Light 2020”



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1. Information about this acquisition

1.1 Tenderer

The Norwegian Red Cross is part of the Red Cross and Red Crescent movement, which is the world's largest humanitarian network. The Red Cross purpose is to uncover, prevent and alleviate human need and suffering. Through sister associations in 192 countries around the world, the Red Cross is present where people live or stay to help those who need us most. Our 100 million volunteers make a tireless, humanitarian effort for their fellow human beings.

The Norwegian Red Cross movement is Norway's largest voluntary humanitarian organization. The organization has 44,000 volunteers divided into various activities. The Norwegian Red Cross is present all over the country with 375 local associations from Finnmark in the north to Agder in the south. The activity is organized in 19 districts. Abroad, we have 15 country offices and 4 regional offices. We have about 530 employees in Norway and 68 delegates abroad. See www.rodekors.no for more information. Hereinafter referred to as the Red Cross

1.2 Description of the procurement

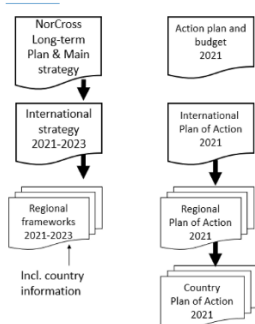
1.2.1 Background

On Friday 21. August 2020 the Governing Board the Norwegian Red Cross adopted the [2021-2023 international strategy](#) (annex to call for proposal). Following the adoption, the management team has decided the overall frame for the roll-out of international strategy 2021-2023. The proposed process, including roles and mandates, builds on and is in accordance with the overall guideline for performance management and the leadership model of the Norwegian Red Cross. Furthermore, it builds on past experiences from implementation of the previous international strategy.

As Goal Manager / owner for "Save Lives Globally", the international director will coordinate the roll-out, implementation and reporting on international strategy implementation, including the development of necessary guidelines and tools.

All Norcross international activity is guided by the International Strategy, which is valid for 3-5 years

GOVERNING DOCUMENTS



- The international strategy sets strategic direction and objectives for NorCross' international work
- Approved by NorCross governing board
- Regional frameworks represent a geographic and thematic operationalisation of the international strategy



Several departments and units across the organisation are involved in preparing the plan for strategy roll out and the framework, tools for strategy implementation and clarifying roles and responsibilities. The management team has decided that the planned work is based on and coordinated with ongoing work related to the implementation of HOP and especially with 2021 Hapro and budget.

Strategy implementation is planned to start 1st January.

At an overall level, we distinguish between

- *Strategy roll-out*: activities specifically linked to preparing the organisation for implementing the new strategy

- *Strategy implementation*: activities that takes place on a regular basis (for instance: budgeting, development of plans of actions and result frameworks), e.g. defined in existing processes.



What is the key to the roll out of our international strategy?

What are our key tools?

1. Regional framework
2. Plan of actions/Hapro

How do we know we have succeeded?

- The Strategy is **understood**
- The Strategy is **supported**
- Everyone understands their **role and responsibility**

The overall purpose of the strategy roll-out is to prepare the organisation for implementing the international strategy starting 1 January 2021. It is important to ensure that all concerned in NorCross are familiar with the international strategy, its objectives and risks, their own role regarding implementation and how we will deliver results over the next three years.

1. *Dissemination of strategy*:

IPP with support of Communication and Society department (KOS) to develop and agree the plan and approach for dissemination of the international strategy internally and externally.

2. *Develop Regional Frameworks*

The regional frameworks represent a geographic and thematic operationalisation of the international strategy in the 5 regions: Europe, Africa, Asia, Americas and MENA. It specifically

- Defines overall humanitarian goals and objectives at a regional level
- Provides a framework for programmatic prioritisation and development
- Outlines the role of regional offices and regional teams as well as the country offices in achieving results at all levels of the international strategy
- Constitute the foundation for the regional Plans of Action together with the overall international Plan of Action

Regional teams are coordinated by Regional Representatives and consist of relevant staff (or representative) from units at National Office, Regional offices and Country offices.

The development of the regional frameworks will follow established process and be based on the following principles:

- A broad consultative process involving all relevant internal stakeholders
- A coordinated approach to ensure alignment across regions; external support may be necessary

The development of the regional frameworks is seen as a key approach also to the dissemination of the international strategy.

3. *Planning for strategy implementation*

The international strategy 2021-23 will be implemented according to Norwegian Red Cross governance model ("styringsmodellen") and the model for international strategy implementation.

Timeline for strategy rollout

The timeline for strategy rollout and implementation is outlined below with reference to key deadlines in the organisation-wide plan and budget process for 2021.

Processes international activities	Time period/deadline	Organisation-wide processes and deadlines
Plan for strategy roll-out and strategy implementation	Aug-Sept	
Disseminate strategy	Sept-Oct	
Update framework and plan strategy implementation	Sept	
General Assembly of Norwegian Red Cross	3 Oct	
Result framework (finalise and disseminate)	15 Oct (finalise)	
Regional frameworks	31 Oct	
Develop IPP budget (a detailed plan for budget process will be made separately)		Budget conference 15 Oct
Draft International Plan of Action (PoA)	31 Oct	Handlingsprogram (HAPRO) to governing board: 6 Nov
Leadership workshop	10 Nov	
2021 unit PoA: i) Program; and ii) Disaster Risk Management	15 Nov	
Oslo summit light	Nov – week 47	
2021 unit PoA: i) Finance and Grants; ii) Strategy and Results; and iii) International HR	15 Dec	
2021 regional PoA: i) Africa; ii) MENA; iii) Americas; iv) Asia; and v) Europe	15 Dec	
2021 country PoA:	15 Jan	
2021 individual PoA	15 Jan (31 Jan)	

1.2.2 Specifications of demands

See below specification of demands, for details about the delivery.

Norwegian Red Cross is looking to procure consultancy services to support the planning and execution of dynamic and highly interactive virtual workshops connected to strategy roll out and strengthening leadership and culture. The consultancy will also on request provide advice and support on the design of the overall strategy roll out process and approach.

The current plan for the consultancy includes 3-4 days with digital workshop as follows:

- 10th November with focus on strategy execution for leadership and preparation of leadership for the following workshops
- 2-3 days with workshops during week 47

Norwegian Red Cross is planning a number of activities before and after these workshops connected to strategy roll out / execution. *The consultants will on request be asked to contribute with advice and insight with the aim to ensure consistency and good inter-connection between the planned activities.*

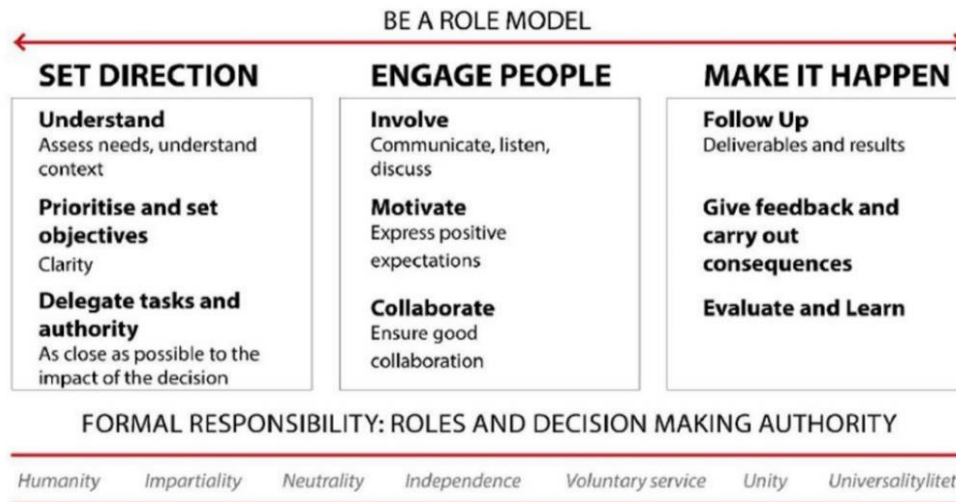
The overall aim of the strategy roll out process are:

- The Strategy is understood
- The Strategy is supported

- Everyone involved in International Strategy implementation understands their own and relevant colleagues role and responsibility

The overall aim of the leadership and culture aspects are:

- The leaders understand the importance of their role in *Setting Direction, Engaging and Follow-up* (Norwegian Red Cross leadership model) to ensure the implementation of the new strategy.



- The leaders have a shared understanding of what culture they need to build in order to achieve the strategic objectives.
- The leaders have new knowledge and tools that supports them in building the culture we need.
- The leaders learn from each other, feel inspired and engaged.

Leadership consists of between 20 and 30 people across four leadership levels, depending on focus.

The overall target group consist of:

- Up to 80 Norwegian Red Cross staff at National Office in Oslo, including:
 - IPP staff at management and technical levels; and
 - National Programmes and Preparedness staff at management and technical levels.
- Up to 100 Norwegian Red Cross field staff, including:
 - Regional Office staff at management and technical levels; and
 - Country Office staff at management and technical levels.

See enclosed organogram for further details on the organisational structure.

The Norwegian Red Cross uses Microsoft Office 365 including MS Teams in our daily work.

The workshops will be in English.

The supplier must suggest how to support Norwegian Red Cross plan and deliver the defined digital workshops considering the specific aims for strategy roll out and leadership and culture development.

As a part of the offer, the supplier shall describe process, approach and methodology that will be used for the delivery, as well as most important relevant deliveries over the last 3 years.

The agreement must also include, and be able to be used, by all organizations in the Norwegian Red Cross, including, but not exclusively, district offices, local associations, subsidiaries and our regional offices abroad.

1.2.4 Invocing

Billing requirements

- Invoice must be in EHF format
- Invoice must be marked with a 6 (six) letter code which is the employee's reference. There should be nothing else then this six letters.
- Red Cross requires 45 days of payment in arrears, and does not pay interest or fees as a result of failure to meet invoice requirements.

Invoice information:

Norges Røde Kors
Postboks 2967
7438 Trondheim

1.3 Agreement period / Delivery time

The contract shall apply for 28.09.2020 until 31.12.2020. The Red Cross wants an option to extend the agreement for another 1 year as the framework agreement.

The Red Cross does not accept a indexation of the price.

1.4 Price

Prices for delivery shall be described. Please inform of prices excluded VAT with associated rate. Any other additions and costs, e.g. invoice fee, must be disclosed and priced.

The Red Cross does not accept billing or other handling fees.

1.5 Offer for parts of the procurement

It is not possible to offer quotations or offers on parts of the procurement.

2. Qualification requirements

2.1 Design of the offer

The offer must be delivered electronically in Merccell in the given structure. The offer shall not contain brochures or other commercial material unless this is factually related to this acquisition.

2.2 Documentation requirements

1. Offer letter. The offer letter must be dated and signed by a person which is authorized to do so.
2. Tax certificate for tax and value added tax
3. Certificate of registration
4. Description of what will be delivered including process, approach and methodology that will be used,
5. Suppliers prices
6. Description of suppliers most important similar deliveries over the past 3 years

3. Guidelines for submitting offer

3.1 Deadline for offer

Offers must be delivered in Mercell by 12:00 (Norway time) on 25.09.2020. Late offers will be rejected.

Please note that the Red Cross reserves the right to change the deadlines if necessary.

3.3 Deadline for inquiry's

Deadline for questions to the request is 1500 on 22.09.2020

Please note that the Red Cross reserves the right to change the deadlines if necessary.

3.4 Communication regarding the competition

The Red Cross reserves the right to correct and supplement the request within the given deadlines. Notification of changes will be sent to anyone who has expressed an interest in the announcement in Mercell.

Questions about the request must be directed via the communication module in Mercell, or in the same way as the inquiry from the Red Cross has become known from the supplier. The Red Cross does not want suppliers to contact employees who are involved in this acquisition or is relevant to it. Such requests may result in the supplier being excluded from the competition. All incoming questions are anonymized, and answers are published to everyone to ensure equal treatment of all providers.

3.5 Procurement procedure

The Red Cross plans to conduct a dialogue through negotiations with one or more of the suppliers. Negotiations may apply to all sides of the offers. The selection of who will be passing on to the negotiation phase will be made after an assessment of the award criteria decided by Red Cross.

As part of the final contract, supplier must agree and sign the following documents:

- Red Cross General Terms and Conditions
- The Red Cross's Ethics and Privacy Declaration

3.6 Disclaimers

If the offeror has objections / reservations to any part or wording of this tender, these must be specified in the offer to be valid. Reservations that are not specified with cost, may lead to the offer being considered incomplete and rejected.

The contract will be awarded on the basis of which offer is most advantageous to the Red Cross.

Contracts cannot be awarded to suppliers who, during the acquisition, are either exposed to a conflict of interest, give incorrect information to the Red Cross, or fail to provide information that deals with conditions for participation in the competition. If such cases arise at a later date, the Red Cross has the right to terminate the contract by giving the Supplier written notice of such termination.

3.7 Cancellation of the competition

The Red Cross reserves the right to cancel the competition or to reject all offers, if they see fit.

4. Attachments

Attached to this request are:

- International Strategy 2021-2023
- Norwegian Red Cross Organisational Structure