



## Terms of Reference

### Johanniter International Assistance Global Process Review

#### **Background**

Johanniter-Unfall-Hilfe e.V. (JUH) is a German Christian non-governmental organisation, dedicated to excellence with regard to first aid, ambulance service, social service programmes and other projects in the medical and social field. The Federal Head Office is based in Berlin, Germany.

Johanniter International Assistance is JUH's unit for humanitarian aid, development co-operation and emergency response, implementing and supporting projects worldwide.

Whilst it has semi-independent status within JUH, with dedicated HR, Finance and Communication Desks, it remains closely aligned with the wider organisation.

#### *Change process*

In 2019, Johanniter International Assistance embarked on a change process, comprising the four elements strategy, structure, systems & processes and leadership.

A key underlying assumption is to strengthen country office capacities and to transfer responsibilities from Head Office to the field, considering subsidiary necessities and ensuring decision-making power lies at the most appropriate level.

Key milestones achieved include the adoption of our strategy 2027 and of our leadership concept, both currently rolled-out and implemented.

The strategy defines three programmatic and three organizational objectives, including growth ambitions in order to achieve sound and lasting positive impact for the communities we serve and remain relevant in an increasingly competitive sector.

#### *Organisational structure*

We also undertook a structural review and some readjustments, including transition phases, at Head Office and Country Office levels, introducing Regional Hubs and a Global Support Unit and incorporating matrix and agile elements.

In order to define the best organisational structure to implement our 2027 strategy we underwent a comprehensive organisational structure review with an external consultancy from October 2023 onwards.

This review resulted in the recommendation to move towards a regional approach, with all country offices reporting to one regional office and all regions to HQ. This approach was approved by the Johanniter Board to be fully operational by 2027 with a transitional implementation phase from 2025. The review also resulted in a revised, three-pronged governance set up with an accountable and decision-making leaner Senior Management

Team, an informed and consulted International Leadership Group and expert working groups.

The suggested changes will have considerable implications with regard to cultural change and delegation of power from Head Office to regional and country office levels based on trust, a clear decision making framework and the jointly implemented leadership principles of the organisation.

It will also require a thorough analysis and revision of roles and responsibilities across all core functions at country, regional and HO levels, and all strategic and operational processes of the organisation. An effective operational set up and management will be indispensable.

### **Objective of the Consultancy**

It is the main objective of this consultancy to review the current key (core and support) processes and underlying rationale(s), identify gaps and to define all processes that are in line with the new global organizational structure and, incorporating country-office, regional, global and HO levels, will allow us to effectively and efficiently achieve our strategic objectives by 2027 and beyond.

### **Expected Results of the Consultancy:**

The expected outputs of the consultancy are:

- 1) A review and analysis of all current processes and underlying assumptions
- 2) An identification of missing processes
- 3) A mapping of all required processes for Johanniter International Assistance that are in line with the outcome of the structure review, support decentralisation and are harmonised with each other and consistent. Key organisational concepts and policies, such as e.g. the leadership concept, need to be considered.
- 4) An action plan to outline next steps and timeframe. Ideally, the revised/aligned processes should be applied from Q1/2025.

As Johanniter-Unfall-Hilfe e.V. is certified against ISO 9001:2008, all processes of Johanniter International Assistance should also be compliant with this standard.

### **Methodology**

The consultant is kindly asked to develop a methodology for the consultancy, based on an approach that is gender-sensitive, inclusive of all relevant stakeholders, culturally-sensitive and participatory.

The Change Manager will act as main contact and focal point for the consultant who will formally report to the Senior Management Team. The consultant will also regularly interact with the Steering Committee of the Change Process (comprised of SMT members and senior staff from each region).

## **Timeframe**

The deadline for applications is June 24, 2024 – 5 pm CEST

Interviews week c/July 8, 2024

The deadline for the finalization of the review and action plan is 30 November 2024

## **Deliverables**

- Inception Report on methodology, planned activities and stakeholder involvement (incl. Head Office, Country Offices, GSU and Regional Hubs) with indicative timeline
- Final report (including analysis and revised process charts)
- All deliverables have to be presented in English.

## **Confidentiality**

All documents and information provided to the consultant and all data collected for the intended purpose must be treated as confidential and used solely for the purpose of this consultancy.

## **Qualifications and experience**

The consultant must have

- A postgraduate degree in a field relevant to the assignment and senior management experience in comparable complex organisations
- Proven track record successfully developing and implementing strategies, organisational development and systemic coaching
- Substantial theoretical knowledge and practical experience in developing and implementing key operational and programmatic processes for organisations working in emergency response and development cooperation
- Proficiency / experience in qualitative and quantitative methods of participatory data collection and analysis
- Fluency in English

## **Interested Candidates should submit the following documents in English**

1. Technical proposal (max. 3 pages), outlining their motivation, methodology approach, how to conduct the assignment and resources required

2. Financial proposal outlining all costs incl. transport, additional data collection and work plan. The expected scope is appr. 30 days.

3. List of references of successfully implemented similar assignments.

Please also submit the Declaration of Suppliers (Annex 1).

The attachment with your proposal must not exceed 20 MB in size. In the event of missing documents, we reserve the right to request these subsequently.

Communication regarding the tender will be in writing. No payment will be made for the preparation of the proposal.

### **Evaluation Criteria**

- Relevant formal qualification and prior experience – 30%
- Methodology/Approach –40%
- Financial Offer – 30%

Weighted from 0 points (does not meet requirements) to 5 points (fulfils all requirements)

### **How to Apply**

Please sent your applications to: [tender.hq@johanniter.de](mailto:tender.hq@johanniter.de) – Ref: Process Consultancy- **by June 24, 2024, 5pm CEST.**

If you do have any questions regarding the consultancy please do not hesitate to contact Susanne Wesemann ([susanne.wesemann@johanniter.de](mailto:susanne.wesemann@johanniter.de); Phone: +49 30 269 97 240) or Wiebke Kessens ([Wiebke.kessens@johanniter.de](mailto:Wiebke.kessens@johanniter.de); Phone + 49 30 269 97 222)

#### **Johanniter-Unfall-Hilfe e. V.**

Headquarter/International Assistance

Luetzowstraße 94  
D- 10785 Berlin, Germany

Phone +49 30 26997-0  
[info@johanniter-auslandshilfe.de](mailto:info@johanniter-auslandshilfe.de)  
[www.johanniter.de](http://www.johanniter.de)

VAT ID No. 122 124 138

ANNEX 1

DECLARATION OF SUPPLIERS
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We \_\_\_\_\_ [company name] \_\_\_\_\_ herewith declare that

- a) we do respect basic social rights and working conditions based on international labour standards and condemn the exploitation of child labour;
- b) we are not bankrupt or being wound up, are not having our affairs administered by the courts, have not entered into an arrangement with creditors, have not suspended business activities, are not the subject of proceedings concerning those matters, and are not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- c) we have not been convicted of an offence concerning our professional conduct by a judgment which has the force of res judicata;
- d) we have not been guilty of grave professional misconduct;
- e) we have fulfilled all 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 we are established or with the Federal Republic of Germany or those of the country where the contract is to be performed;
- f) we have not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to Johanniter's financial interests;
- g) following another procurement procedure carried out by Johanniter or another contracting authority, we have not been declared to be in serious breach of contract for failure to comply with our contractual obligations;
- h) we are not subject to a conflict of interest with regard to this tender. We declare that the price on the bid attached is a market competitive offer from my organization, and we are submitting to this procurement process without any conflict of interest, or the provision / receipt of any commission, gift, bribe, gratuity or remuneration of any kind.
- i) we are not guilty of misrepresentation in supplying the information required by Johanniter as a condition of participation in the contract procedure.
- j) we do not perform any act or omit to perform any act, including any misrepresentation, in order to knowingly mislead, or attempt to knowingly mislead JOHANNITER and/or any other party to obtain a financial or other benefit or to avoid any obligation ("Fraudulent Practice");

- k) we do not offer, give, receive or solicit, directly or indirectly, or attempt to offer, give, receive or solicit, directly or indirectly, anything of value to improperly influence the actions of JOHANNITER and/or any other party ("Corrupt Practice");
- l) we do not enter into any arrangements with any other party or parties that are designed to achieve an improper purpose, including but not limited to improperly influencing the actions of JOHANNITER and/or any other party or engaging in price fixing ("Collusive Practice", and together with "Fraudulent Practices and Corrupt Practices", "Prohibited Practices").
- m) we do not engage in transactions with, or provide resources or support to, individuals and organizations associated with terrorism, whether in cash or in kind, directly or indirectly.
- n) we verify that no support or resources are provided to individuals or entities associated with terrorism as designated on the „Consolidated list of persons, groups and entities subject to EU financial sanctions“ maintained by the European Commission or by any other similar sanction list of individuals and entities that may be established by the United Nations Security Council or the United States of America.
- o) we do not engage in acts that directly support or advance trafficking in persons, including the following acts:
  - i. destroying, concealing, confiscating, or otherwise denying an employee access to that employee's identity or immigration documents;
  - ii. failing to provide return transportation or pay for return transportation costs to an employee from a country to the country from which the employee was recruited upon the end of employment if requested by the employee.
  - iii. soliciting a person for the purpose of employment, or offering employment, by means of materially false or fraudulent pretences, representations, or promises regarding that employment.
- p) we do respect applicable law relating to anti-money laundering in the execution of our contracts.

**General statements:**

- 1.1 The contractor shall communicate these fundamentals of JOHANNITER's Policy to its management, employees, subcontractors and agents and shall take all reasonable measures to ensure that such persons do not engage in prohibited practices.
- 1.2 The contractor shall immediately disclose to JOHANNITER any actual, apparent, potential or attempted prohibited practice that the contractor

becomes aware of. To that end, the contractor shall fully cooperate, and shall take all reasonable steps to ensure that its management, employees, subcontractors and agents fully cooperate with any investigation of prohibited practices by JOHANNITER, including by complying with all reasonable requests from JOHANNITER to gain access to and inspect any records, documents and other relevant information.

- 1.3 JOHANNITER is committed to the protection of vulnerable populations in humanitarian crisis, including from sexual exploitation and abuse. By entering into a contract with JOHANNITER, The contractor undertakes to ensure that its personnel, agents and subcontractors conform to the highest standards of moral and ethical conduct.

The contractor expressly acknowledges and agrees that:

- a) Any breach of this policy by the contractor or by any of its management, employees, subcontractors or agents constitutes a material breach of the contracts, which entitles JOHANNITER to immediately terminate a contract without incurring any liability to the contractor; and
- b) In the event that JOHANNITER were to determine through an investigation or otherwise that a prohibited practice occurred, JOHANNITER shall have, in addition to its right to immediately terminate the contract, the rights to:
  - i. apply and enforce the relevant sanctions in accordance with its internal regulations, rules, procedures, practices, policies and guidelines, including referral of the matter to national authorities when appropriate; and
  - ii. recover all losses, financial or otherwise, suffered by JOHANNITER in connection with such prohibited practices.

\_\_\_\_\_  
Date & Signature

\_\_\_\_\_  
Name of company

\_\_\_\_\_  
Name in printed letters

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Stamp