

Request for Tender
New Strategy Planning Process with Irish Red Cross
January 9th 2024

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1. The Irish Red Cross

The Irish Red Cross Society (IRC) is dedicated to serving people in need whether they are here in Ireland or caught up in humanitarian crises in countries and regions throughout the globe. With our network of over 3,000 volunteers at 75 branch locations based in large and small communities throughout the Republic of Ireland as well as our professional staff team of more than 100 people, we provide a wide range of health, mental health & wellbeing programmes for people in need. We are part of the global Red Cross Red Crescent Movement of over 191 National Societies in each country in the world and are guided by the fundamental principles of the Red Cross (Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality). IRC is a registered charity in Ireland. More information can be read on our website: www.redcross.ie

1.1 Our Vision

To be a leading humanitarian organisation, providing impartial services and support to vulnerable people and communities both at home and abroad.

We aim to achieve our vision through:

Delivering a wide range of health, mental health & wellbeing and community services to people in communities both at home and abroad, to those who are most in need.

1.2 Work Programmes

Our core work programmes include:

- **Emergency Response** – helping those who are most vulnerable to prepare for, withstand, and recover from emergencies, at home and abroad.
- **Healthy Communities** - Providing community-based healthcare and mental wellbeing programmes to communities including the prison population.
- **International Programmes** - Supporting recovery and longer-term development by providing specialist personnel (delegates) or financial assistance in cooperation with Red Cross and Red Crescent partners.
- **Community Support** - Supporting older people and isolated members of our community – assisting with the delivery of food and medicine and transport for hospital appointments.
- **Migration and Integration supports** - delivering local and national support in Ireland for refugees in need of food, water, shelter and medical assistance, including coordinating Europe's largest hosted-accommodation programme for people displaced by the war in Ukraine.
- **International Humanitarian Law** - disseminating the principles of international humanitarian law to ensure respect for the laws of armed conflict.
- **Youth** - providing interactive and educational opportunities for our youth members.
- **Restoring Families** - reuniting families who have been separated by war, forced migration, or other circumstances.

- **Training** - delivering first aid and psychological first aid training to members of the public and the corporate sector.
- **First aid and ambulance service** - providing first aid and ambulance services at events and incidents throughout the country, including mountain and lake rescue.
- **Humanitarian Diplomacy** – working with stakeholders to promote the seven fundamental principles of the Red Cross Red Crescent Movement to inspire policy and attitudinal change.

2. The Assignment

2.1 Overview and Objectives

The Irish Red Cross is seeking tenders from suitably qualified consultants to carry out a programme of work to support the Irish Red Cross in developing a new strategic plan during 2024, for the period 2025 - 2030

The objective of the strategic plan is to ensure Irish Red Cross's vision, mission and key strategic goals align with current needs, emerging trends and new developments within Ireland and within the scope of the Red Cross Red Crescent (RCRC) movement and the International Federation of the Red Cross (IFRC) strategy internationally - ensuring the organisation has the capacity to meet these needs.

The new strategic plan should reflect the current and predicted future environment within which the IRC will continue to provide much needed services to beneficiaries.

2.2 Scope of the assignment

In delivering on these objectives, and in close collaboration with the Strategic Planning Project Team and the Secretary General (ref table at end of this section outlining respective roles), it is expected that the successful tenderer will undertake the following activities:

- Conduct a review of the progress made, successes, challenges and learnings arising out of the implementation of the current strategy and use this to inform the process and the consultations.
- Plan and facilitate a wide consultation with Board members, beneficiaries, members, volunteers, staff, funders, regulators, partners and key external stakeholders to review mission, vision and values and to identify key strategic objectives.
- Assess and analyse the external environment changes in the recent past and evaluate the impact of these changes on IRC and its work programmes.
- Assess and analyse the internal environment of IRC in areas such as governance, finance, HR and operations etc.
- In examining the internal and external environments, make use of suitable strategic planning tool such as SWOT and PESTEL analyses.
- Review existing data including RCRC information, resources and strategies to identify strategic opportunities.

- Explore opportunities for innovation and change management in the organisation in providing support to our members and services to our beneficiaries – including on behalf of various funding bodies.
- Identify and define programme area(s) and theme(s) to be retained, reduced in size, merged, restructured, expanded and/or ceased and provide logical basis for such recommendation(s)
- Provide the Strategy Planning Project Team and the Board of Directors with strategic options and rationale to assist them in setting the strategic direction for the next five years.
- Develop a framework and indicators for each objective that clearly sets out what success looks like and how progress can be tracked and measured. This should clearly include measurement and assessment of our impact on the external environment and beneficiaries as well as internal metrics.
- Outline methodology for incorporating any new areas of work and define how the organisation will consider any new opportunities which arise during the term of the new strategic plan but which fall outside its scope.
- Draft and present Strategic Plan 2025 to 2030, including an Executive Summary. Ideally the plan itself should be no longer than 10-15 pages including a one-page summary graphic/diagram, and appendices as deemed appropriate.

To support this process, a new temporary ‘Strategic Planning Project Team’ of four board members along with the Secretary General and senior managers has been formed. We wish to engage suitably qualified consultant(s) experienced in strategic planning who can support the process as required. The following table sets out the indicative respective project oversight and management roles:

Group	Role in strategic planning process
Board of Directors	Responsible for major decisions, including: <ul style="list-style-type: none"> - Defining the scope and scale of strategy planning work - Approving the process and timeline and budget. - Steering the process at the milestones agreed (by considering regular updates from the Strategic Planning Project Team) - Approving the strategy.
Strategic Planning Project Team	Responsible for overseeing the detailed work within the scope as outlined in the ‘scope’ section below including. <ul style="list-style-type: none"> - Working with the Secretary General in her responsibility as overall project manager of the strategic planning process. - Directing the consultation process, assisted by the external consultant and SMT. - Approving milestone inputs and draft strategic documents to be considered at board level.
Secretary General	Overall Project Manager for the strategy planning process, including: <ul style="list-style-type: none"> - Mobilising people and financial resources as required in support of the implementation of the work within the scope agreed (see below)

	<ul style="list-style-type: none"> - Managing the external consultant recruited for supporting the strategy planning process. - Sitting as a member of the Strategic Planning Project Team with relevant members of the senior team.
External Consultant	<p>Supports the Secretary General and Strategic Planning Project Team in the delivery of the full scope of work, including:</p> <ul style="list-style-type: none"> - Conducting the consultations with stakeholders, including members, board, staff, funders, others. - Conducting analysis of policy and other documents as required. - Preparing papers, documentation and reports (including on strategic options for consideration) to the Strategic Planning Project Team and to the board as required. - Drafting the plan and associated progress measurement framework.

Consultants may be individuals or organisations.

2.3 Outputs

It is envisaged that the main output from the entire exercise will be a succinct and accessible strategic plan (maximum 10-15 pages including a one-page summary/exec summary), supported by a set of appendices.

This should include:

- An overall top-level plan that has targets and measurable milestones identified for assessment of progress.
- An impact and progress framework with key metrics.
- A 1–2-page strategic outline for any thematic areas prioritised including a developed evidence basis for recommended changes.
- A resourcing plan for implementation of the plan, to include people, skills as well as financial and technological (and other) resources over the period.
- Alignment with the IRC constitutional objectives, and with those of the broader RCRC Movement
- Recommendations to enhance the quality and governance of the organisation.
- A set of detailed recommendations on developing and structuring the organisation's work in the future having regard to external environmental changes.

2.4 Timeline

It is anticipated that the successful tenderer will commence work in mid-February 2024 and finish by September 2024.

Key dates to note are:

- Special board meeting to undertake workshops for new strategy: evening of April 26th and all day on April 27th
- Board meetings on: June 29th, September 14th, October 19th

2.5 Cost

The tendered price should not exceed **€20,000 including vat**. The payment shall be based on the work carried out in line with the agreed programme of work.

2.6 Application Process

To apply, please submit a PDF or MS Word Document with details under the following headings:

- Contact details of individual or organisation tendering
- Relevant experience, including CVs of people who will work on the project
- Your understanding of the work to be completed
- Proposed methodology, timeline and deliverables
- Cost
- Evidence of tax clearance
- Two references related to similar work undertaken

Tenders will be evaluated according to the following criteria:

- | | |
|---------------------------------------------|-----------|
| - Understanding of the work to be completed | 20 points |
| - Experience of tenderer | 25 points |
| - Proposed methodology | 25 points |
| - Cost | 30 points |

Shortlisted applicants may be invited to make a presentation to prior to any decision to confirm an appointment.

The issuing of the request for tender does not imply that the lowest costed tender or that any tender will be successful.

Applications should be submitted to Catherine Hassett, PA to secretary General at chassett@redcross.ie by 4pm on Thursday 25th January with subject line: IRC Strategy Tender.

Late applications cannot be considered.

For any queries in relation to the tender process, please contact Deirdre Garvey, Secretary General at dgarvey@redcross.ie.