Terms of Reference
Leadership Approach for Johanniter International Assistance

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 Headquarter is based in Berlin, Germany.

Johanniter International Assistance (JIA) is JUH’s unit for humanitarian aid, development co-operation and emergency response, implementing and supporting projects worldwide. Johanniter International Assistance is currently revising its global strategy and associated structures, processes and systems. Part of this process is to develop and implement a Global Leadership Approach for the organisation.

Leadership Approach
In JIA’s understanding, a Leadership Approach includes attitudes, skills and capacities of individual staff members including but not exclusively in line management functions. At the same time, a leadership approach addresses the organisation as such. It contributes to the creation of a culture that nurtures both a sense of care and accountability in order to make lasting progress in achieving JIA’s main strategic objectives. JIA’s organisational culture should be based on trust, commitment and technical, emotional, as well as social competence and knowledge. Therefore, a leadership approach should be based on the following criteria
- transformational
- gender-sensitive, inclusive and culturally sensitive
- compassionate with attention to staff’s physical and mental wellbeing
- focused on healthy safeguarding culture that constantly reflects on power dynamics and privileges and is based on intersectionality
- accountable, responsible and encouraging both individual and organisational growth through continuous self-reflection and learning

Objective of the Consultancy
It is the main objective of this consultancy to develop and implement a Leadership Approach for JIA to improve the overall performance and impact of the organisation. The consultancy consists of the following steps:
- Assessing the state of affairs of JUH and JIA HR/staff policies and guidelines related to leadership based on the above mentioned criteria
- Identifying the organisation’s needs for leadership development
- Identifying the organisation’s enablers for leadership development
- Developing a leadership concept based on the above mentioned criteria (incl. implementation plan) that encompasses the individual-, management- as well as organisational level
- Identify steps to foster the creation of a transformational, gender sensitive and inclusive leadership culture across the organisation
**Expected Results of the Consultancy:**

The expected outputs of the consultancy are:

1) An analysis on JIA internal HR / staff policies, practices and systems as well as individual perceptions with regard to leadership principles and practices including:

- The representation of women in decision making positions
- The inclusivity and accountability of organizational structures and systems at all levels - in particular regarding gender diversity, people with disabilities, antidiscrimination
- Opportunities for professional development and personal growth
- Identifying JIA needs for leadership development
- Identifying enablers for leadership development

2) A gender-sensitive, inclusive and constantly self-reflective inclusive leadership concept is developed that encompasses the individual-, management- as well as organisational level and that outlines purpose, values and principles

3) An action plan is created to outline next steps and to align structures, systems and processes to support leadership at JIA.

**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 at Head- and Country Office level, culturally-sensitive and participatory.

**Timeframe**

The deadline for applications is 30 May 2021
Interviews are scheduled for 07 – 11 June 2021
The deadline for the finalization of the concept and action plan is 31 October 2021.

**Deliverables**

- Inception Report on methodology, planned activities and interview list (incl. Johanniter country offices)
- Final report (including analysis, leadership concept and action plan)

All deliverables have to be presented in English
Qualifications and experience

The consultant must have

- A postgraduate degree in a field relevant to the assignment and at least 10 years’ experience in leadership positions and experience in comparable complex organisations
- Proven track record successfully developing and implementing leadership concepts for organisations working in emergency response and development cooperation
- Substantial theoretical knowledge in organisational and leadership development, transformational, inclusive and gender sensitive leadership models incl. proficiency / experience in qualitative and quantitative methods of participatory data collection and analysis
- Fluency in English

*JIA is looking for consultants with eventually a longer-term commitment to support also during implementation.*

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
3. List of references of successfully implemented leadership development assignments.

**How to Apply**

Please send your applications to [hr-office@johanniter.de](mailto:hr-office@johanniter.de) – Ref: Leadership Development Consultancy.

If you do have any questions regarding the consultancy please do not hesitate to contact Anja Oumier ([anja.oumier@johanniter.de](mailto:anja.oumier@johanniter.de); Phone: +49 30 269 97 286).

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

Headquarter/International Assistance

Luetzowstraße 94
D-10785 Berlin, Germany

Phone +49 30 26997-0
info@johanniter-auslandshilfe.de
www.thejohanniter.org

VAT IdNo. 122 124 138