

# Terms of Reference (ToR) for Global Shield Workshop Facilitator

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STANDARD REQUEST FOR PROPOSALS FOR EXTERNAL SERVICES

**Project:** Global Shield Secretariat Transition – Frankfurt School of Finance & Management

**Confidential**

## 1. LETTER OF INVITATION

**Date:** 09 December 2025

**Subject:** Request for Proposal – *Global Shield Workshop Facilitator*

Dear applicant,

Frankfurt School of Finance & Management gGmbH, implementing the project “Global Shield Secretariat”, invites you to submit a proposal for the delivery of services as described in the Terms of Reference (ToR) below.

Please submit your complete offer to **opportunities@fs.de** by **17 December 2025, 6pm (CET)** quoting **Request for Proposals\_Global Shield Workshop Facilitator** in the email subject.

Submissions must include:

- Accompanying eMail referencing this invitation
- Confirmation of eligibility (use Annex 1)
- Expert CV (use Annex 2)
- Technical proposal and financial offer (EUR) (use Annex 3)

Best regards,

Frankfurt School of Finance & Management gGmbH

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## 2. TERMS OF REFERENCE (TOR)

### 2.1 Background

Launched at COP27 by the Vulnerable Twenty (V20) Group and the Group of Seven (G7), the Global Shield against Climate Risks (GS) aims to increase protection for vulnerable people and countries and contribute to effectively responding to loss and damage from climate change. The Global Shield promotes an inclusive, gender-responsive and demand-driven process, which is led by the vulnerable countries’ governments (<https://www.globalshield.org/>).

Within the initiative the Global Shield Secretariat serves all Global Shield Governance bodies. It facilitates knowledge management and tracks progress in achieving the objectives of the Global Shield against Climate Risks. It also enhances its visibility.

The Global Shield Board has mandated Frankfurt School of Finance & Management (FS) to host the Global Shield Secretariat (GS Sec) from January 1, 2026, onwards.

FS is therefore looking for a facilitator to support a 2-day workshop designed to welcome the new team, define collaboration between GSSP and GS, and set expectation for the Secretariat's new phase.

## 2.2 Objectives

The purpose of this assignment is to engage an experienced facilitator to design, deliver, and evaluate a participatory training workshop for 15 participants.

## 2.3 Scope of Work / Deliverables

Task / Activity	Expected Deliverable	Timeline
<i>Pre-workshop engagement</i>	<i>Interviews with Global Shield Secretariat, Global Shield Solutions Platform and Frankfurt School IAS leadership to align on the objectives of the workshop and gain a deeper understanding of the dynamic</i>	<i>~ 1 day</i>
<i>Review background materials, participant profiles, and workshop objectives.</i>	<i>Develop a detailed facilitation plan, agenda, and training methodologies.</i>	<i>~ 1 day</i>
<i>Training Materials</i>	<ul style="list-style-type: none"> <li>- <i>Prepare PowerPoint presentations, handouts, exercises.</i></li> <li>- <i>Provide all training tools and activities required for participatory engagement.</i></li> </ul>	<i>~ 1 day</i>
<i>Workshop Delivery</i>	<ul style="list-style-type: none"> <li>- <i>Facilitate sessions using interactive approaches (group work, role-plays, discussions).</i></li> <li>- <i>Ensure active engagement of all participants.</i></li> <li>- <i>Manage workshop time, flow, and group dynamics.</i></li> </ul>	<i>~ 2 days</i>
<i>Assessment &amp; Evaluation</i> <i>Conduct pre- and post-training assessments, where applicable.</i> <i>Collect participant feedback</i>	<ul style="list-style-type: none"> <li>- <i>Conduct pre- and post-training assessments, where applicable.</i></li> <li>- <i>Collect participant feedback</i></li> </ul>	<i>~ 1 day</i>
<i>Reporting</i>	- <i>Produce a final workshop report summarizing activities, participant feedback, outcomes, and recommendations.</i>	<i>~ 2 days</i>
<b>Total days</b>		<b>Max 8 days</b>

For the contracting period from the 5 January 2026 to 2 March 2026, the contractor will submit a timeline with milestones to be achieved by certain dates during the contract

term. Any delays, or inability to fulfil such milestones must be communicated immediately to the FS.

## 2.4 Duration & Location

- **Duration:** The facilitator will be engaged for a total of 6 to 8 working days: ~ 3 days preparation, ~ 2 days workshop facilitation, ~ 2–3 days reporting
- **Location:** The workshop will take place at the Frankfurt School for Finance & Management at Frankfurt am Main, from February 4-5, 2026.

## 2.5 Reporting & Supervision

- Reports to: Global Shield Secretariat Team Lead
- Final workshop report submission
- Submission format for deliverables: PDF, PowerPoint

## 2.6 Eligibility Criteria

Your profile:

Education:

- A minimum of a Master's degree or equivalent in Master's in Psychology, Human Resources or Training & Development, MBA, Masters in Communications, or related field.

Experience:

- At least 15 years of professional experience in coaching, facilitation, organizational behavior, leadership.
- Experience with managing team transitions, organizational change, team development and group dynamics, as well as mediation skill. Extensive experience in supporting teams with workplanning, capability assessment, strategic alignment and visioning workshops.
- Hands-on experience in the design and facilitation of multi-stakeholder meetings involving complex international organisations and projects, with an advanced ability to facilitate participation in team work in such settings;
- Good understanding of development finance field, multi-donor programs, complex project structures and stakeholder expectations.
- Excellent track record in coaching high- performing multinational teams.

Language:

- Excellent writing, editing, and oral communication skills in English.

*Applicants must verify their eligibility for this opportunity using Annex 1 as the required template.*

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### 3. Curriculum Vitae (CV)

The applicant needs to provide the CV(s) of the experts for whom they intend to provide the services. The CV must cover:

- Full name and contact details
- Education and professional qualifications
- Detailed employment history (company/role/dates)
- Relevant assignments and outputs (with client references: name, email addresses or phone number)
- Language skills and availability
- At least two professional references (name, position, contact)

*(CVs shall be submitted using the format as in Annex 2)*

### 4. Proposal Requirements

#### 4.1 Technical Proposal and Financial Proposal

*Please complete Annex 3.*

The fee indication must show VAT separately (if applicable) and must be in EUR.

Offer validity: Minimum 30 calendar days

#### 4.1 Submission Instructions

- Submit electronic copies to: **opportunities@fs.de**
- Submission deadline (date/time CET): **17 December 2025, 6pm (CET)**
- Clarification requests: contact **opportunities@fs.de**. Any questions on the ToR must be submitted **2 business days before the end of the deadline**.

#### 4.2 Evaluation Criteria & Weighting

All proposals will be evaluated using the following weighted criteria:

Criteria	Weight
Technical quality (experience & capacity of the expert)	70%
Financial offer (cost competitiveness)	30%

#### Annexes

- Annex 1: Template letter for eligibility requirements
- Annex 2: CV Template
- Annex 3: Technical and Financial Proposal Template