

26 June 2026

# Request for Quotation

The International NGO Safety Organisation is issuing this RFQ to invite suitable bidders to submit bids for the procurement of:

## INSO Strategic Review 2026

**RFQ No: NLD108HAG26**

**Critical Dates:**

**RFQ Issuing Date:** 26 June 2026

**RFQ Closing Date:** 26 July 2026 Time 23:59 CET

<b>Confidentiality Statement</b>
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## 1. Background

The [International NGO Safety Organisation \(INSO\)](#) is a non-profit humanitarian organisation providing dedicated safety support services to the NGO community since 2015.

INSO is exclusively funded by institutional donors and provides a range of services to NGOs in more than 24 countries operating in conflict-affected areas, including security information and advice, training, and crisis management support.

The INSO vision is a strong, safe, and empowered humanitarian community able to deliver aid to vulnerable individuals in the world's most challenging contexts with the minimum of risk to their staff, partners, and beneficiaries.

The INSO mission is to work on the ground alongside NGOs to provide them with comprehensive, high quality, real time and relevant information, analysis, alerts, and advice on the local safety conditions, along with practical support, training and assistance that improves their situational awareness and supports informed decision making and crisis response.

## 2. Tender Requirements

INSO has a requirement for a Strategic Review to reassess INSO's strategic positioning, operating model, service relevance, evidence systems and future direction. The last INSO Strategic Review was conducted in 2019.

## 3. Detailed Requirements

### Review Criteria

The 2026 Strategic Review will provide an impact-led assessment of INSOs contribution to humanitarian safety, identifying:

- Where, how, and for whom (i.e. front-line aid workers, L/NGOs, INGOs at a country and HQ-level, Humanitarian Coordination actors and Policy decision-makers etc) INSO is adding value.
- The specific impacts generated at each level of action (i.e. from specific INSO services) and response (i.e. at aid delivery, sub-national, national, regional & global).
- How INSO can enhance its impact in response to the evolving humanitarian landscape (including evolving threat dynamics and shifts within the broader humanitarian ecosystem).
- How INSO can strengthen the measurement and demonstration of behavioural and structural impact.

In response to the above, the review will focus on four key areas:

1. The extent to which INSO adds value, including for whom and at which levels of organisational action (operational, organisational, and systemic).
2. The nature and significance of the impacts generated by INSO at each level of action and response, including operational, programmatic, and systemic outcomes.

3. The extent to which INSO is positioned to adapt to, and respond effectively to, changes in the humanitarian landscape, including evolving threat environments and shifts within the humanitarian ecosystem.
4. The adequacy and robustness of INSO's approaches to measuring and demonstrating impact, with particular attention to behavioural and structural change.

The findings of the strategic review will directly inform INSO's 2027–2029 programme strategy

### Methodology

The review will include a literature review, remote and where feasible in-person field research, KIIs with NGO partners, INSO staff, donors, and coordination bodies; FGDs; review of internal systems and data governance; and optional partner surveys.

Focus areas and sub-topics for each section will be decided by in collaboration between the Consultant and INSO at the beginning of the contract.

It is expected that the review will include data collection tools, including tailored survey tools and interview guides. The review should also generate facilitated discussion with INSO on implications for the 2027–2029 programme strategy.

The review must meet the following ethical and confidentiality Requirements

- Strict adherence to confidentiality
- Secure handling of sensitive organisational data
- Compliance with data protection regulations
- Conflict of interest disclosure

### Deliverables and Time Period

The Strategic Review will provide the following deliverables:

Phase 1: 10 business days

- Inception Report, including refined methodology, respondent segmentation, workplan, etc.

Phase 2: 70 business days

- Undertake the strategic review
- Preliminary findings presentation (including draft Strategic Review Report)

Phase 3: 10 business days

- Final Strategic Review Report of approximately 30–40 pages, including Executive Summary;
- Slide deck for INSO senior management and governance discussions.

### Travel

Travel to the INSO Headquarters in The Hague, Netherlands will be arranged by INSO. Any other travel (e.g. visit INSO country offices) must be included in the proposal. INSO will arrange all travel, accommodation and per diems. Other preapproved expenses based on actual costs will be allowed.

Travelling days will not be included in the overall time period

## Payment Plan

The following is the payment plan for the Strategic review:

- Completion of Phase 1: 20%
- Completion of Phase 2: 50%
- Completion of Phase 3: 30%

Bidders can propose an alternative payment plan in their proposal.

## 4. Bid Submission Requirements

### Bid Validity

All bids must be valid for a period of thirty (30) days. The bid validity period must be stated in the financial proposal.

### Bid Documentation Requirements

The Bid is to include the administrative documents, and Technical and Financial Proposals as identified below.

### Evaluation

#### Administrative Check

There will be an administrative check of the following documents:

- A cover letter from a company principal with the Power of Authority (POA) to represent the company.
- Copy of the senior representative(s) government issued ID
- Copy of the company registration
- The INSO Supplier Registration form (Annex A) has been duly completed and signed.
- The INSO Code of Conduct (Annex B) duly signed.
- Proof of liability insurance

#### Technical Proposal Evaluation

- Technical quality – methodology and approach
- Relevant experience – conducted similar strategic reviews
  - At least 3–5 comparable assignments
  - Experience conducting strategic reviews in:
    - Similar sector (e.g. NGOs, international organisations, public sector)
    - Similar scale/complexity organisations
- Knowledge of the humanitarian safety and security environment
- Proposed timeline
- Ability to meet the ethical and Confidentiality requirements
- Confirmation of business/individual liability insurance (the insurance policy/certificate will be required to be submitted prior to any award of contract)

#### Financial Proposal Evaluation

- Financial proposal with the costs (see Annex C).
- Value for money

- The price should be quoted excluding VAT, however if VAT is charged, the percentage must be stated in the proposal.
- All bids must be in EURO currency.
- The financial bid must state that the bid validity is at least thirty (30) days



**All bid documents must be saved in pdf file and attached to the bid email.**

**In the event of the unit price and the total price not matching, the unit price will prevail.**

**Links to documents stored on cloud hosts will not be evaluated and will result in the bid not being accepted.**

#### **Bid Submission Deadline**

**The tender closes at 23:59 CEST on 26 July 2026.**

Bids received after this time will not be accepted or evaluated.

#### **Tender Questions and Answers**

Any request for clarification regarding the RFQ or questions on the RFQ must be sent to [procurement@ngosafety.org](mailto:procurement@ngosafety.org) address by **23:59 CEST 16 July**.

All questions and answers will be shared with all bidders.

**Bids sent to the above email address will not be accepted.**

#### **Method of Submitting Bids**

All bid submissions must be submitted electronically in pdf document(s) to the INSO Electronic procurement tender box at:

[rfq@ngosafety.org](mailto:rfq@ngosafety.org)

Subject Line must include **RFQ NLD108HAG26 Strategic Review**

**No other method of bid submission or sending to another INSO email address will be accepted.**

### **5. Tender Evaluation Process**

All bids will be kept unopened until after the tender closing date. A Tender Evaluation Committee will open all bids and apply the following process:

- ✓ Administration Compliance check: to ensure all tender requirements have been complied with, and all required documentation has been received.
- ✓ Technical Evaluation: A comprehensive evaluation of all Technical Proposals received against the criteria stated in Part 3 'Detailed Requirements' and Part 4 'Bid Submission Requirements.'
- ✓ Financial Evaluation: A comprehensive financial evaluation of only the technical proposals deemed acceptable at the Technical Evaluation stage.

The Financial evaluation is based on the Financial Proposal and the criteria that will be applied is 'best value for money' for the supplier that best fits the detailed requirements.

### Notification of Tender Result

All bidders will be informed of the outcome of their proposal within thirty (30) calendar days after contract signing

## **6. Conditions for Submission of Bids**

### **Submission of Bids**

Bidders are solely responsible for ensuring that the full Bid is received by INSO in accordance with the RFQ requirements, prior to the specified date and time above (Part 4 'Bid Submission Requirements'). INSO will consider only those Bids received prior to the closing date and time specified and any bids received after that time will not be considered.

Only bids submitted in pdf format will be accepted at the Administration Compliance check.

### **Currency**

The currency of the Bid must be in **EURO**.

### **Language**

All correspondence and documents related to the Tender must be in English. Official supporting documents can be provided in their original language.

### **Presentation**

Bids should be typewritten. No handwritten bids will be acceptable. Bids cannot include any alterations. Do not submit blank pages of the Bid Form and/or schedules which are unnecessary for your offer. All bids must be signed by a duly authorized representative of the Bidder.

### **Acceptance**

INSO reserves the right, at its sole discretion, to consider as invalid or unacceptable any Bid which is a) not clear; b) incomplete in any material detail such as specification, terms delivery, quantity etc; c) not received in the correct tender email address ; and to accept or reject any amendments, withdraws and/or supplementary information submitted after the time and date of the RFQ Closure.

### **Award of Contracts**

This RFQ does not commit INSO to award a contract or pay any costs incurred in the preparation or submission of Bids, or costs incurred in making necessary studies for the preparation thereof, or to procure or contract for services or goods. Any bid submitted will be regarded as an offer made by the Bidder and not as an acceptance by the Bidder of an offer made by INSO. No contractual relationship will exist except pursuant to a written contract document signed by a duly authorized official of INSO and the successful Bidder.

INSO may award contracts for part quantities or individual items. INSO will notify successful Bidders of its decision with respect to their Bids as soon as possible after the Bids are opened. INSO reserves the right to cancel any RFQ, to reject any or all Bids in whole or in part, and to award any contract.

### **Collusive Bidding and Anti-competitive Conduct**

Bidders and their employees, officers, advisers, agents, or sub-contractors must not engage in any collusive bidding or other anti-competitive conduct or any other similar conduct, in relation to:

- The preparation of submission of Bids,
- The clarification of Bids,

- The conduct and content of negotiations,
- Including final contract negotiations,

in respect of this RFQ or procurement process, or any other procurement process being conducted by INSO in respect of any of its requirements.

For the purpose of this clause, collusive bidding, other anti-competitive conduct, or any other similar conduct may include, among other things, the disclosure to, exchange or clarification with, any other Bidder, person or entity, of information (in any form), whether or not such information is commercial information confidential to INSO, any other Bidder, person or entity in order to alter the results of a solicitation exercise in such a way that would lead to an outcome other than that which would have been obtained through a competitive process.

### **Improper Assistance**

Bids that, in the sole opinion of INSO, have been compiled:

- With the assistance of current or former employees of INSO, or current or former contractors of INSO in violation of confidentially obligations or by using information not otherwise available to the public, or which would provide a non-competitive benefit,
- With the utilization of confidential and/or internal INSO information not made available to the public or to the other Bidders,
- In breach of an obligation of confidentially to INSO, or
- Contrary to these terms and conditions for submission of a Bid,

shall be excluded from further consideration.

Without limiting the operation of the above clause, a Bidder must not, in the absence of prior written approval from INSO, permit a person to contribute to, or participate in, any process relating to the preparation of a Bid or the procurement process, if the person has at any time during the 6 months immediately preceding the date of issue of this RFQ was an official, agent, servant, or employee of, or otherwise engaged by, INSO and was engaged directly, or indirectly, in the planning or performance of the requirement, project, or activity to which this RFQ relates.

### **Corrupt Practices**

All INSO Bidders and Suppliers shall adhere to the highest ethical standards, both during the procurement process and throughout the performance of a contract.

All Bidders attention is drawn to the INSO Code of Conduct (Annex B) which will be an integral part of any contract award between the INSO and the Bidder.

### **Conflict of Interest**

A Bidder must not, and must ensure that its employees, officers, advisers, agents, or subcontractors do not place themselves in a position that may, or does, give rise to an actual, potential or perceived conflict of interest between the interests of INSO and the Bidder's interests during the procurement process.

If during any stage of the procurement process or performance of any INSO contract a conflict of interest arises, or appears likely to arise, the Bidder must notify INSO immediately in writing, setting out all relevant details of the situation, including those cases in which the interests of the Bidder conflict with the interests of INSO, or cases in which any INSO official, employee or person under contract with INSO may have, or appear to have, an interest of any kind in the Bidder's business or any kind of economic ties with the Bidder. The Bidder must take steps as INSO may reasonably require to resolve or otherwise deal with the conflict to the satisfaction of INSO.

### **Withdrawal/Modification of Bids**

Requests to withdraw a Bid shall not be honoured. If the selected Bidder withdraws its Bid, INSO shall duly register the said Bid and shall evaluate it alongside all other received Bids. If the selected Bidder has furnished a Bid security, INSO shall withhold such Bid security until the issue has been resolved.

Withdrawal of a Bid may result in your suspension or removal from the INSO suppliers List.

A Bidder may modify its Bid prior to the RFQ closure. Any such modification shall be submitted in writing to the RFQ bid email address, marked with the original Bid number stating 'Modification' in the Subject line. No modification shall be allowed after the RFQ closure.

<b>Annexes</b>
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- A. INSO Suppliers Registration Form
- B. INSO Code of Conduct
- C. Financial Proposal