

Request for Proposals (RFP)

Consultancy to Design the Operating Model and Business Case for CHS Alliance IQTS Global Investigator Roster

1. Background

To align with the Core Humanitarian Standard (CHS), CHS Alliance is strengthening the aid sector's capacity to prevent, investigate and respond to allegations of sexual exploitation, abuse and harassment (SEAH) and other forms of misconduct through the Investigator Qualification Training Scheme (IQTS).

As IQTS matures, there is growing demand for a trusted mechanism through which aid organisations can identify and engage qualified investigators. To respond to this need, CHS Alliance has explored options for establishing a Global Investigator Roster to improve access to competent investigators while promoting consistent professional standards, quality assurance and safeguarding practice across the sector.

The consultancy will design a sustainable operating model, governance framework and business case that aligns with CHS Alliance's status as an alliance of over 300 humanitarian and development organisations committed to advancing accountability to people affected by crisis.

2. Strategic Opportunity

The IQTS has significantly strengthened the availability of trained and qualified investigators across the aid sector. However, many aid organisations continue to face challenges in identifying, engaging, and managing qualified investigators in a timely, consistent, and cost-effective manner. At the same time, organisations are independently establishing investigator rosters and procurement arrangements, resulting in duplication of effort, inconsistent quality assurance and limited access to qualified investigators, particularly for smaller organisations.

CHS Alliance sees an opportunity to explore how a **shared sector service**, centred on a Global Investigator Roster, could provide a more efficient and sustainable solution for the aid sector. Such a service could enable organisations to access qualified, vetted investigators through a common mechanism, reducing duplication, improving quality assurance and expanding access to specialist expertise across regions, languages and investigation types.

Over time, the service could evolve to include additional functions that strengthen investigator quality, professional development and access to specialist expertise, while remaining aligned with CHS Alliance's role as a standards-setting and membership organisation.

3. Purpose of the Consultancy

The purpose of this consultancy is to design a sustainable operating model, effective governance framework, and develop a robust business case for the future IQTS Global Investigator Roster.

4. Objectives

The consultancy will:

1. Determine the optimum scope and service offering for the future Global Investigator Roster, including the functions that should be delivered through the shared service at launch and those that could be introduced over time.
2. Design a sustainable operating model that meets the needs of organisations across the aid sector while complementing CHS Alliance's broader strategic objectives.
3. Recommend the preferred management, governance and institutional arrangements for delivering the service, including the respective roles and responsibilities of the CHS Alliance and any coordination or delivery partners.
4. Develop a financially sustainable business case, including an assessment of alternative funding and payment models. The consultancy should determine whether the service is best delivered as a sector-wide public good, through cost recovery, or through a blended funding approach, and recommend the preferred model based on evidence.
5. Assess market demand, stakeholder needs and opportunities for partnerships across the aid sector.
6. Develop a phased implementation roadmap, including recommendations on governance, staffing, financing, partnerships and risk management.

5. Scope of Work

Workstream 1 – Market and Stakeholder Assessment

In close collaboration with the CHS Alliance, the consultant will assess market demand, and stakeholder needs to ensure that the proposed service responds to sector priorities and is supported by a viable implementation model.

The consultant will:

- consult INGOs, NGOs, UN agencies, donors, investigators and other relevant stakeholders;
- assess current and future demand for the service;
- identify barriers to uptake and opportunities for growth;
- assess willingness to participate under different operating and funding models; and
- identify opportunities for strategic partnerships.

Workstream 2 – Governance and Institutional Arrangements

In close collaboration with CHS Alliance, the consultant will assess the institutional options for delivering the service and recommend governance and management arrangements that ensure independence, accountability, and effective oversight.

The consultant will:

- recommend the preferred institutional and management arrangements;
- define the relationship between CHS Alliance and the service, including roles and responsibilities;
- recommend governance, accountability and legal arrangements;
- define decision-making responsibilities, oversight mechanisms and risk management arrangements; and
- ensure appropriate separation between CHS Alliance's standards-setting role and any operational service functions to manage actual and perceived conflicts of interest.

Workstream 3 – Operating Model Design

In close collaboration with CHS Alliance, the consultant will determine the optimum scope of the proposed service and develop the corresponding operating model. This should establish the role of the Global Investigator Roster within the wider service and identify the functions, processes, capabilities and resources required to improve access to qualified investigators across the aid sector.

The consultant will:

- define the optimum scope and service offering, including the core services to be provided through the Global Investigator Roster and those that could be introduced over time;
- define the target users and beneficiaries;
- recommend investigator eligibility, onboarding, vetting, quality assurance and matching arrangements;
- describe the end-to-end operational processes required to deliver the service, including service requests, investigator selection, deployment, quality assurance, performance monitoring and user feedback;
- recommend the staffing, operational capacity and management arrangements required to deliver the service effectively;
- identify opportunities to provide complementary services, such as technical advice, mentoring, professional development and quality monitoring; and
- demonstrate how the proposed model complements CHS Alliance's wider strategic objectives while avoiding duplication across the aid sector.

Workstream 4 – Financial and Risk Analysis

In close collaboration with the CHS Alliance, the consultant will assess the financial viability of the preferred operating model and identify the principal risks associated with implementation.

The consultant will:

- estimate establishment and operating costs;
- identify legal, financial, operational and reputational risks;
- recommend appropriate mitigation measures; and
- assess the long-term financial sustainability of the preferred model.

Workstream 5 – Sustainability, Funding and Business Model

In close collaboration with the CHS Alliance, the consultant will develop a sustainable business case for the service, assessing alternative funding, payment and delivery models without assuming that any particular approach is preferred.

The consultant will:

- assess whether the service should operate as a sector public good, a cost-recovery service or a blended funding model;
- evaluate whether organisations should contribute financially and, if so, which organisations, for which services and under what circumstances;
- assess funding options, including donor funding, subscriptions, fee-for-service, framework agreements, matching fees, retained services and solidarity funding;
- recommend the preferred funding and business model based on evidence; and
- develop five-year financial projections, funding requirements, and sustainability scenarios.

Workstream 6 – Implementation Roadmap

In close collaboration with the CHS Alliance, the consultant will develop a practical roadmap for implementation, including the actions required to establish, transition and scale the service.

The consultant will:

- develop a phased implementation plan;
- identify key milestones, dependencies and critical success factors;
- recommend staffing, partnerships, and investment requirements; and
- propose governance arrangements to support implementation, transition and future scale-up.

6. Deliverables

- Inception report and workplan.
- Stakeholder consultation summary.
- Operating model design.
- Governance framework.
- Business case including funding and payment model.
- Five-year financial model.
- Risk assessment.
- Implementation roadmap.
- Presentation of findings to CHS Alliance.

7. Consultant Profile

- Demonstrated experience designing operating models or shared services.
- Experience in humanitarian, safeguarding, or international development.
- Expertise in governance, business modelling, and financial sustainability.
- Strong facilitation and stakeholder engagement skills.
- Excellent analytical and report-writing capabilities.

9. Proposal Requirements

- Technical proposal describing methodology.
- Workplan and timetable.
- Team composition and CVs.
- Relevant experience and references.
- Financial proposal.

10. Evaluation Criteria

Criterion	Weight
Understanding of the assignment	10%
Methodology and approach	10%
Relevant experience & team composition	40%
Value for money	40%

11. Indicative Timeline

- Inception meeting (September 2026)
- Stakeholder consultations
- Draft operating model and business case
- Review workshop
- Final report and presentation (October/November 2026)

12. Estimated Work

Activity
Inception meeting, work planning and document review
Stakeholder consultations and market validation
Operating model design
Governance, institutional arrangements, business and funding model
Financial analysis, implementation roadmap and risk assessment
Draft report, validation workshop and final report

13. Expected Outcome

By the conclusion of the consultancy, CHS Alliance will have an evidence-based recommendation on the preferred operating model together with a detailed operating model, governance framework, sustainable funding strategy, business case and implementation roadmap to support an informed decision on establishing the IQTS Global Investigator Roster.

14. Details of Submission

Please send your submission to recruitment@chsalliance.org

Deadline: **7 September 2026**