



# ACTION CONTRE LA FAIM

**Call for Tenders**

**PERSONAL SECURITY TRAINING**

**HEAT / PFST**

**Publication reference:**

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## CONTEXT

Founded in 1979, Action contre la Faim / Action Against Hunger is a private, non-political, non-profit, non-governmental organization that operates worldwide.

Action Against Hunger's mission is to save lives by eliminating hunger through the prevention, detection and treatment of malnutrition, particularly during and after emergencies related to conflict or natural disasters.

We work in nearly 50 countries, helping around 21 million people through our different areas of expertise: Nutrition and Health, Food and Livelihood Security, Water, Sanitation and Hygiene, Mental Health and Child Care Practices and Advocacy.

From crisis to long-term support, we fight against the causes of malnutrition and its effects. By promoting the integration of our programs into local and national structures, we aim to ensure that our short-term interventions become sustainable solutions.

Our values are: Independence / Neutrality / Non-discrimination / Free and direct access to victims / Professionalism / Transparency.

Action contre la Faim (ACF) is now recognized as one of the leading organizations in the fight against hunger worldwide. ACF is accountable for its environmental impact and outline its way of working in the face of the climate crisis. ACF supports the objective of the Paris Agreement to maintain the global average temperature at below 2°C above the pre-industrial temperature with adopting a strategy leading to 1,5°C and the commitment of a carbon-neutral society in 2050 with a first reduction of 50% of its carbon footprints before 2030. ACF promotes climate and environmental respectful actions oriented to be at the forefront of the fight against hunger. ACF is transparent, responsible, and coherent in transforming its mission in the face of the climate crisis.

Since 2019, to provide "PFST" practical trainings is an asset for ACF to enhance security management, field access capacities and risk mitigation.

The training is compulsory for all employees under ACF France's contract (field and HQ) going on a mission in Red and Black contexts.

To date for information:

- RDC-Goma
- RDC-Kin
- Yemen
- Iraq
- Afghanistan
- Myanmar
- Nigeria
- Burkina Faso
- Ukraine
- Mozambique
- Chad
- Cameroun
- Pakistan

It is possible to include Orange volatile contexts. To date for information: Ivory Coast - CAR.

This country list may change depending on context evolutions.

Employees can also be sent to Senegal and Kenya for open trainings.

This requirement does not concern national employees of ACF France on mission nor personnel seconded to ACF (not contracted by ACF, e.g. employee of another NGO hosted by ACF), but concerns ACFIN employees deployed or visiting on ACF-France missions.

## ACF KEY DATA SINCE 2019

		PFST France	PFST Online	PFST In-country	Online Refresher
2019	Courses (Nb)	13		20 (5 exclusive for ACF)	
	Participant (Nb)	110		150	
2020	Courses (Nb)	3	8	7	
	Participant (Nb)	14	76	21	
2021	Courses (Nb)	1	10	4	3
	Participant (Nb)	1	74	7	17
2022	Courses (Nb)	2	6	12 (4 exclusive for ACF)	11
	Participant (Nb)	16	34	83	57
2023	Courses (Nb)	7	0	35 (5 exclusive for ACF)	5
	Participant (Nb)	42	0	183	48
2024	Courses (Nb)	13	0	7 (1 exclusive ACF)	
	Participant (Nb)	43	0	60	0

Data from 2025 are not shared as trainings were suspended from February to December 2025 due to budget constraints. From January 2026, the trainings are restarting as per ACF standards.

There is a decrease in numbers of participants to PFST as ACF is strongly engaged in a nationalisation of positions and PFST are compulsory for international employees only.

## OBJECTIVE OF THE TENDER

ACF is publishing this call for tenders FR-PA-DRH-202601, in order to renew a framework agreement for HEAT / PFST personal security trainings. The current agreement runs until the end of May 2026. ACF expects the bidders to be recognized training organizations, with expert teams in the field of security training, the humanitarian sector and its challenges.

Although ACF has a policy that encourages and favors the autonomy of missions and their Country Directors in their selection of training providers, through a framework agreement ACF wishes to be able to offer its missions a concerted and guaranteed PFST training offer.

The objective of the tender is to sign a **two-year framework agreement** with the selected service provider(s). ACF reserves the right to contract with several providers. Providers may apply for one or more services. After this period, this framework agreement may be renewed by amendment for a period of one year, up to a maximum of two renewals.

## PUBLIC TARGETED AND FORECAST

### 1. Target audience for the PFST face-to-face France

For mainly ACF HQ employees, and Board members, visiting countries in Red and Black contexts, PFST is mandatory before departure.

For international employees working in Red and Black contexts.

Forecast: The volume of people to be trained is estimated at about 30 people in 2026 and each subsequent year.

#### a. 1' Target audience for the PFST face-to-face Europe

i. Alternate solution : in Europe

#### b. 1'' Target audience for the PFST face-to-face shared

i. Alternate solution: Shared with other NGO / open class solution

### 2. Target audience for the PFST face-to-face In-country

For all ACF France international employees permanently based in-country, PFST is mandatory in Red and Black contexts.

These in-country trainings are organized either specifically for ACF or can be open sessions gathering members of different INGOs.

Forecast: The volume of people to be trained is estimated at about 60 people in 2026 and each subsequent year.

### 3. Target audience for the PFST 'Online Refresher'

International employees on assignment or at headquarters (who are required to travel to the field) who have completed a Personal Field Security Training (PFST) or Hostile Environment Awareness Training (HEAT) of at least 3 days in person, for more than 3 years. Most of the persons to be trained will have been on mission or in their function at headquarters for the last 3 years and therefore have a minimum level of field experience.

Forecast: The volume of people to be trained is estimated at about 40 people in 2026 each subsequent year.

### 4. Target audience for PFST Level 2 face-to-face in France

The PFST level 2 is a course to be created and implemented during 2026. The aim is to propose a new PFST for the staff that have done a first PFST and a refresher thus needed again the full PFST. The target will be employees with more than 6 years in the humanitarian sector.

This will be ideally a training over 2 days with an emphasis on humanitarian negotiation, how to react to some specific incidents, and a full review of first aid.

Forecast: The volume of people to be trained is 20 people in 2026 and the subsequent years.

## TRAINING CONTENT

### **1. Training content for the Initial PFST face-to-face. France or In-country**

The following topics must be present and additional contextualized topics can be added (for in-country) :

- Security when traveling to the field (preparation)
- Types of weapons in the field, mines, UXOs and IEDs
- Drones threat
- Communication means
- Security and safety during movements / planning a field visit
- Dealing with aggressive behavior
- Safety: fire prevention and reaction
- Incident management (oral report of an incident)
- Social network: critical thinking and personal use
- Contingency planning: what is hibernation, relocation, evacuation (grab bag)
- Stress management (basic, cumulative and acute) with coping mechanisms
- How to react in case of carjacking, armed robbery, crossfire (can be contextualized)
- Sexual violence

Ideally, all the training follows a red thread, and simulations are organized regularly during the training. There should be more practice than theory.

### **2. Training content for the PFST 'Online Refresher'**

The refresher training should go through the main PFST / HEAT topics of personal safety and security: situational awareness, incident management, security in premises, security and programs, personal security plan, security during movements. It should give perspectives based on trend analysis on the impact of the main threats for humanitarian workers worldwide.

Consider the possibility to tackle as a subject as well:

- 1st aid

### **3. Training content for the PFST level 2. Face-to-face. France.**

The following topics must be present and additional contextualized topics can be added :

- Security and safety during movements
- Dealing with aggressive behaviour
- Representation, Acceptation and dialogue with different stakeholders
- Critical Incident management
- Social network: critical thinking
- Stress management (acute)
- How to react in case of carjacking, armed robbery, crossfire, drones
- First aid: revision of all basics

## **RECOMMENDED TRAINING METHODS**

### **1. Training methods recommended for the PFST face-to-face. France or In-country**

- Theoretical sessions
- Simulations exercises (low intensity) and/or role plays with coherence in the scenario
- 1st aid training adapted to our working contexts

The duration of the training should be 3 days (27 hours max).

The size of the group should be 16 persons maximum.

## **2. Training methods recommended for the PFST 'Online Refresher'**

The training should place at the center the individuals who are participating: their experiences, their questions, the challenges they faced. Participants should also be challenged on what they perceive as their comfort zone: make them consciously aware of their good or bad practices to avoid them to enter into routine mode once on the field.

The training will be delivered online/at distance but mainly in synchronous mode.

The synchronous part of the training should not last more than 8 hours, organized on preferably 2 days.

Asynchronous preparation work is possible but in limited time (2 to 3 hours of personal work). There is the possibility to collect information from participants prior to the session.

The expositive training methodology should be limited and the priority given to a participative approach (based on experiences or scenarios).

The size of the group should be limited. Minimum : 6. Maximum 12. And above all balanced with the number of trainers involved.

For all online training, the most bandwidth-efficient tools possible should be used.

## **3. Training content for the PFST level 2. Face-to-face. France.**

The training should be based on simulations or role plays mainly for participants to experience different kind of situation and learn from it. A debriefing time should be organised after each exercise and the feedbacks should be as individualised as possible.

The 1<sup>st</sup> aid training refresher should also put forward the practice rather than the theory.

The duration of the training should not exceed 2 days (16 hours) and the group size should be limited to 14 participants maximum.

## **ELIGIBILITY AND SELECTION CRITERIA**

The opening and examination of tenders is for the purpose of checking whether the tenders are complete and whether the tenders are in order. An Evaluation Committee composed of representatives of ACF France shall carry out the subsequent evaluation of the tenders.

Complete and valid bids will be evaluated according to the criteria listed (non-exhaustive) below. The framework agreement(s) will be awarded to the technically and administratively compliant tenders that are the most economically advantageous, taking into account the quality of the services offered:

- Level of completeness of the offer
- Level of adaptation of the offer to specific ACF requests
- Level of certification of the provider as a training organization
- Recognition of the Certificates issued to participants
- Ability to implement training directly, or as close as possible, in the Red and Black contexts listed by ACF.
- Capacity to react and adapt operationally to the volatility of contexts and situations that can affect the implementation of training activities abroad.
- Geographical proximity to 'Île de France' for face-to-face training in France for the benefit of employees at ACF's Paris headquarters.

- Deadlines for the implementation of the various training courses
- Clarity of commercial conditions
- Clarity of insurance conditions
- The same training should be delivered in French and English (1 session = 1 language)
- The type of tools to be used: plan for low bandwidth requirements
- Methodology proposed
- Level of expertise of facilitators and content of the sessions foreseen
- Proposed systems of evaluation (satisfaction, knowledge)
- Compliance with ACF travel policy and its objective to reduce flights and particularly in transit (not direct flights).
- Specific measures for a good management of material resources during the trainings

In the interests of transparency and equal treatment, the evaluation committee may ask tenderers, in writing, to clarify their bids, but they may not modify them. Any such requests for clarification must not be intended to correct any initial errors or shortcomings that affect the performance of the framework agreement or distort the competition.

Any attempt by a bidder to influence the evaluation committee in the process of examination, clarification, evaluation and comparison of tenders, to obtain information on how the procedure is progressing or to influence ACF in its decision concerning the award of the framework agreement will result in the immediate rejection of his tender. No liability can be accepted for late delivery of tenders.

Late tenders will be rejected and will not be evaluated.

## CALL FOR TENDERS SCHEDULE

	DATE	TIME*
Call for tenders advertisement by ACF	January 7, 2026	
Deadline for submitting questions to ACF	January 19, 2026	5 PM
Communication of answers to all participants	January 23, 2026	5 PM
Deadline for receipt of tenders (date of receipt by email)	February 2, 2026	5 PM
Oral defense	February 16 <sup>th</sup> to 20 <sup>th</sup>	
Final selection	February 27, 2026	
Start of the service	May 1 <sup>st</sup> , 2026	

\* All times are local Paris time.

This provisional schedule may be freely modified by ACF according to the constraints encountered.

## QUESTIONS AND CLARIFICATIONS

If ACF, on its own initiative or in response to a request from a candidate, adds or clarifies information to the call for tenders file, this information will be sent in writing and may be shared with all other potential bidders at the same time.

Questions from bidders during the call for tenders are allowed until the deadline set in the Call for Tenders schedule above. They should be sent by e-mail to the attention of :

Jody Cormack [jcormack@actioncontrelafaim.org](mailto:jcormack@actioncontrelafaim.org) ,

Maroussia Quiniou [mquiniou@actioncontrelafaim.org](mailto:mquiniou@actioncontrelafaim.org)

Justine Cuvelier [jcuvelier@actioncontrelafaim.org](mailto:jcuvelier@actioncontrelafaim.org)

with the subject :

Call for tender Personal Security Training [FR-PA-DRH-202601].

## OWNERSHIP OF TENDERS

ACF retains ownership of all tenders received under this tender procedure. Consequently, bidders have no right to have their tenders returned to them.

## CANCELLATION OF THE TENDER PROCEDURE

In the event of a tender procedure's cancellation, bidders will be notified by ACF.

Cancellation may occur when:

1. The tender procedure has been unsuccessful, namely where no qualitatively or financially worthwhile tender has been received or there has been no response at all;
2. The economic or technical parameters of the project have been fundamentally altered;
3. Exceptional circumstances or force majeure render normal performance of the project impossible;
4. All technically compliant tenders exceed the financial resources available;
5. There have been irregularities in the procedure, in particular where these have prevented fair competition.

In no event shall ACF be liable for damages of any kind (in particular, damages for loss of profits in the event of cancellation of a tender), even if ACF has been advised of the possibility of damages.

The publication of a procurement notice does not commit ACF to implement the announced program or project.

## FINANCIAL TERMS AND CONDITIONS

For each type of training:

- PFST face-to-face France
- PFST face-to-face In-country
- PFST face-to-face multi-NGOs in regions
- PFST 'Online Refresher'
- PFST Level 2

The financial offer will detail the fixed costs included in the packages per participant.

The financial offer shall specify in detail the provider's variable costs (for instance educational costs and logistic fees), which are not included in the framework agreement, and which may be quoted and agreed with the client at each session and invoiced in addition.

The offer should specify the logistical and organizational support that may be expected from the provider in the case of the implementation of a face-to-face In-country training.

The proposal should detail the terms of cancellation of a session. The same applies to the framework agreement.

## ETHIC

ACF pays particular attention to the ethical values of its suppliers and contractors and wishes to work with partners who are prepared to comply with the Basic Ethical Rules of International Trade.

Bidders must read and understand the Code of Conduct as defined by ACF in Annex and commit themselves to respect them by signing the "Statement of Integrity" and Commitment to Respect ACF's Supplier Code of Conduct".

All employees and representatives of Action contre la Faim, including individual and corporate contractors, must uphold and promote the highest standards of ethical and professional conduct at all times, and abide by the organization's policies. Bidders must read and understand the PSEA Policy as defined by ACF in Annex and commit themselves to respect it by signing the Policy on Protection from Sexual Exploitation and Abuse (PSEA).

ACF reserves the right to terminate the Agreement immediately, with no penalty, in the event the Supplier breaches any of those ethical commitments.

Finally, Action Contre la Faim wishes to limit its environmental impact as much as possible and expects a similar approach from its suppliers and service providers.

## **SCREENING POLICY**

A policy put in place by ACF's donors aims to ensure that any partner of the association has not been designated as ineligible for these funds by the competent authorities. Therefore, the Supplier must not be on one of the "anti-terrorist" lists drawn up by the said authorities.

In order to comply with this policy, ACF is required to carry out a check consisting of comparing the nominative data of the natural person representing the Supplier with those appearing on the "anti-terrorist" lists, using specific software.

This check is carried out in compliance with the regulations in force regarding the protection of personal data.

## **FINANCIAL TERMS**

### **Invoicing (payment terms/currency)**

For HQ participants, ACF's invoices are paid within 45 days of the end of the month following trainings.

The currencies are in Euros or US dollars.

For in-country participants, the supplier will invoice directly to the mission country and for exclusive ACF trainings, he should ask for an advance of minimum 25%.

### **Prices and price revision**

Please communicate your price revision policy.

## **CALL FOR TENDERS DOCUMENTS**

The documents constituting the file of this Call for Tenders are the present Specifications and its Appendix.

- Appendix 01 Supplier Questionnaire (to fill in Excel format)
- Appendix 02 AAH Terms and Conditions of Purchase (to sign)
- Appendix 03 GDPR Questionnaire (to fill and sign)
- Appendix 04 Supplier Code of Conduct (to fill and sign)

- Appendix 05 Statement of Integrity (to fill and sign)
- Appendix 06 Financial Grid
- A concise presentation of the company, financial & technical offer presenting the environment and the ACF interlocutors. The response file may not exceed 40 pages including annexes.