# Annex A. Template Invitation to Bid and Request for Proposals for Security Risk Assessment and Security Management Plan

*This Request for Proposals is designed for a company seeking to hire an external consultant. The parts in blue italics should be completed by the company. As with any template, the content should be reviewed and adapted for the specific situation.*

## 1. Introduction

*[Project]* in *[location]* is seeking a consultant to conduct a Security Risk Assessment and provide a Security Management Plan that will increase the project’s capacity to mitigate and manage risk for the project *[and the neighboring communities]*. This work should be undertaken in conformance with the security-related aspects of IFC Performance Standard 4 *[and the Voluntary Principles on Security and Human Rights and/or guidance provided by the Voluntary Principles on Security and Human Rights Implementation Guidance Tool]*.

## 2. Project Background

*[basic information about the project, not necessarily security-related]*

## 3. Objectives of the Security Risk Assessment and Security Management Plan

* Identify inherent security risks to the project.
* Identify potential risks (created by the project) to local communities.
* Provide recommendations for managing risks associated with security management that will be in conformance with IFC Performance Standard 4, paragraphs 12–14.
* In consultation with management, develop procedures and document these in a Security Management Plan that is based on corporate policy and takes into account the risks to the company (people, property, assets, and reputation) and risks to communities identified in the Security Risk Assessment.

## 4. Undertake a Security Risk Assessment

The Security Risk Assessment (SRA) should ensure that the company has accounted for all foreseeable threats—to the project and communities—stemming from the project’s presence and activities, so that it can develop effective mitigation measures. The SRA is expected to include document review, a site visit, and interviews with key internal and external security stakeholders, along with a final report with recommendations.

The SRA should include a security due diligence review of the project and provide a detailed due diligence report describing the level of conformance with local laws, applicable security requirements, the Voluntary Principles on Security and Human Rights, and security-related aspects of IFC’s Performance Standard 4.

The Security Risk Assessment should include information regarding relations with public security and the ability of the company to contract appropriate private security, plus any risks and recommendations regarding either of these issues.

The Security Risk Assessment should include a catalog of all known risks, and it should evaluate their likelihood to occur, document the likely response(s), and assess their potential impacts. For the report, the consultant will articulate risks in either risk statements or risk scenarios. Mitigation measures to reduce these risks should be identified.

Proposals should outline the consultant’s methodological approach and ability to gather and analyze the information described above. The consultant should include the types of documents to be requested as well as an illustrative list of the types of stakeholders the consultant would want to meet to undertake the Security Risk Assessment.

## 5. Develop a Security Management Plan

The consultant will develop a Security Management Plan that is based on integrating the principles of socially responsible security into management systems. The following components must be included, but the structure can be determined in conjunction with management:

* Purpose of Security Management
* Policies and Standards
* Situation Overview
* Physical Security
* Procedures
* Security Supervision and Control
* Guard-Force Management
* Security-Contractor Management
* Managing Relations with Public Security
* Incident Reporting and Inquiry
* Community Engagement

Proposals should demonstrate the consultant’s knowledge of and experience with the topics and general principles that would guide the consultant in developing the Security Management Plan.

## 6. Project Deliverables

The project deliverables include:

* At the conclusion of the site visit, a close-out review meeting with management *[and lenders]* to discuss findings and recommendations.
* A Security Risk Assessment report that conforms to Performance Standard 4 and the Voluntary Principles on Security and Human Rights.
* A Security Management Plan, written in conjunction with company management.

## 7. Consultant Background

The consultant can be an individual or a firm. The consultant is expected to have at least 10 years of experience in security management. The following background is preferable:

* *[Language skills]*
* Knowledge of and experience in *[region/country]*
* Experience in the management of security at projects in *[industry sector]*
* Familiarity with IFC’s Performance Standards, in particular Performance Standard 4, and the Voluntary Principles on Security and Human Rights

## 8. Time Frame

The consultant should outline a schedule that will demonstrate how this project can be completed in *6–8 weeks*.

## 9. Proposed Budget

The proposed budget should include labor and all projected expenses.