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| **Title** | Terms of Reference (TOR)  Security Risk Management (SRM) Policy Resource and Toolkit |
| **Date** | February 6th, 2023 |
| **Background** | The Global Interagency Security (GISF) is an independent network of security focal points representing humanitarian, development, and human rights NGOs operating internationally (from now on, referred to as NGOs or humanitarian organisations). GISF is committed to improving the safety and security of operations and staff, strengthening humanitarian security risk management, to allow greater access for crisis-affected populations. The North American Office of the GISF, a program funded by U.S. Agency for International Development (USAID), implemented by Childfund International USA, requests for proposals for the scope of work described below. |
| **Overall goal/ objective** | Creating a digital interdisciplinary SRM Policy Resource and Toolkit will inform Organizational SRM Strategies linking to some of the most current standalone and transversal policy thematic areas in the humanitarian and development arena, ranging from governance and organizational resilience to staff care and localization. |
| **Summary of Project Description** | Security Risk Management (SRM) in the humanitarian and development sphere has made noteworthy advancements over the past twenty years.  However, considering today’s approach to SRM in the sector, *Interaction’s Minimum Operating Security Standards (2006) (MOSS)* and the *Good Practice Review, Operational Security in Violent Environments (2010) (GPR8*) could be regarded as outdated given the significant changes in **a**. global and local humanitarian architecture, **b.** the operating environment, and **c.** the way modern non-profits are structured and managed.  With that in mind, GISF has recognised the need to develop a community of practice **SRM** **Policy Resource and Toolkit** as a higher-level guide offering Headquarter Offices a pathway for recognising security as a business risk and linking with some of the most current sectoral debates and acting accordingly to identify effective and appropriate solutions.  While the primary users of the toolkit will be the staff with direct responsibility for developing and implementing the organisational SRM strategy at the HQ level, given the interdisciplinary nature of this product, senior leaders from other work streams will benefit too.  The SRM Resource and Toolkit will be informed by the broader trends in the humanitarian and development sectors and lead with the foundational argument that a strong SRM culture and infrastructure equals quality programming in the long term. The project will take a modular approach, with a short introduction and a ‘how to use’ section followed by a series of modules.  **Project outline:** see **Annex I** |
| **Suggested Methodology** | **GISF Philosophy**   * GISF works in an inclusive approach with our members and other experts; this project will be the same. We expect the consultant to work with GISF and a small working group of senior SRM professionals and other senior staff, which will provide guidance and inputs at the various review stages. * GISF will supervise the consultant(s)’ work to ensure the toolkit meets the project’s objectives and support the consultant on the administrative side of the project management required around the development of the tool. This will include reviewing and providing feedback on drafts and final products.   **Steering Working Group**   * The Working Group will provide overall oversight of the project, ensuring the final outputs meet the needs of GISF members and the broader aid sector. The Working Group will provide input into the overall product development, including the initial project outline document, the draft of the modules, and the tools. Members of the working group may contribute to drafting modules where fitting.   **Suggested approach**   * Each theme is expected to take 3-5 pages, and overall, the core document is expected to be about 50 pages long, excluding annexes and tools. * The publication is expected to be based on a combination of desk review and interviews with SRM professionals, senior leaders in humanitarian and development NGOs, and other relevant stakeholders. The consultant is primarily responsible for scheduling and conducting all relevant interviews. * A survey can also be used to generate more primary data, which GISF can help to disseminate among members. * Identification of existing resources and prioritisation for new sections: It is recognised that some materials already exist in the GISF library as well as elsewhere, and these should be used to populate the toolkit as far as possible and while updating these. There will be some sections where materials will not exist; the consultant, in cooperation with GISF and the working group, will agree on which of these new modules/sub sections should be completed.   The consultant will report to the GISF Deputy Director for the Americas. |
| **Location** | Remote |
| **Publication Format and Style Guidelines** | The publication will be similar in style to the GISF publication, NGO Security Collaboration Guide, <https://www.gisf.ngo/long-read/ngo-security-collaboration-guide/> *Publication format:*   * The publication will be composed of multiple modules, with each module focusing on specific elements as identified in Annex I * The modules will fit together appropriately and coherently to create a comprehensive guide. * The product should be easy to understand for staff from different backgrounds and those unfamiliar with technical SRM terms   As GISF engages with a diverse audience, the language of the publication should be easily understandable and visually appealing. The publication should also follow GISF’s style guide. |
| **Reference documents** | Achieving Safe Operations through Acceptance  GISF Security Toolbox  GISF Style Guide |
| **Timelines/ deliverables** | This service contract is expected to run between **March 13th and July 30th, 2023.** The deliverables include:   * An inception report within the first two weeks: Work plan, timelines, and methodology, including expected milestone dates and points of input and review from the working group) * The draft I: The topics and thematic areas (Annex I) are only indicative. Based on a desktop review of existing resources and initial discussions with GISF and the Working Group, the consultant will provide a draft structure (draft I) for the toolkit identifying thematic modules and sub-sections (considering the various target audiences). This toolkit structure will be reviewed and agreed upon with the Working Group. * Draft II: Prefinal document and associated tools based on the content of the literature review, the survey results, interviews and KIIs, and feedback from GISF and the working group members. * Final document: Incorporating timely feedback from GISF staff and the overseeing working group |
| **Tender** **submission deadline** | All potential vendors are requested to submit their tender dossier by Friday 24th of February, 2023 (5 pm GMT) at [gisfamericasra@gisf.ngo](mailto:gisfamericasra@gisf.ngo) copying in [gisf-ddamericas@gisf.ngo](mailto:gisf-ddamericas@gisf.ngo) |
| **Minimum tender dossier documents** | The tender dossier should not exceed 10 pages, including appendices, and should, at minimum, contain the following:   * An implementation plan outlining the timeframe and milestones. * A company/consultant profile focused on information relevant to this tender (e.g., detail the experience of proposed team members or consultant, examples of previous similar or relevant products developed.) * A detailed financial proposal including costs for all services provided and a clear explanation of how work is charged.     All costs must be included in the tender offer. The prices are to be specified in US Dollars. Costs associated with the preparation of the tender will not be reimbursed.    All tender offers must be valid for a minimum of 90 days from the tender submission deadline date. |
| **Tender Analysis and Evaluation** | GISF will consider several factors when analysing relevant tenders, including:     * Understanding of the product requirements * Relevant experience of the company/consultant and project team * Timeframe for completion * Value for money * Communication with GISF   Once tenders have been submitted and received, they will be evaluated by a Tender Committee. The scoring and weighting used to assess each tender is outlined in the following table. |
| **Evaluation Criteria** | Tender documents 10% |
| Understanding of GISF’s requirements 10% |
| Proposed design and implementation plan 30% |
| Timeline and price 20% |
| Relevant expertise 30% |
| **Total 100%** |
| At the discretion of GISF, selected vendors may be invited to supply additional information on the contents of their proposals during the evaluation period. If no suitable tender is identified, the invitation for tender may be reopened and advertised on a broader level.    Upon identification of the preferred tender, the selected vendor will meet GISF to finalise the requirements and agree on contract terms.    Selection and notification of the preferred tender do not guarantee that GISF, Childfund International, and the selected vendor are engaged in a contract to procure the goods and services. |
| Contract Conditions and Payment Terms | Upon confirmation of the successful tender, the chosen vendor will sign a contract with **Childfund International** according to its internal procedures, policies, and templates.    Payments will be made in US dollars.    Payment for services will be in instalments depending on the successful completion of specific milestones:     * 30% upon the signing of the contract. * 50% after the submission of the second draft. * 20% upon submission and signing off of the final draft.     Ownership of the final product will reside with GISF; this includes copyrights and patents associated with the product. |

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