



TERMS OF REFERENCE
Risk Assessment Consulting
HPI20250701RAM

Publication Date	January 3, 2025
Deadline for submission of proposals	January 30, 2025
Execution period	March 1, 2025 to August 31, 2025, subject to extension.
Location of the service	Remote, with trips to Heifer offices where required. . We are open to Spanish-speaking individuals and businesses around the world.
Report to:	Country Directors.
Electronic filing	mariana.vasquez@heifer.org

Consulting services for:

Preparation of security and risk mitigation plans for Heifer International in Ecuador, Honduras, Mexico, Haiti, Guatemala.

About Heifer International:

Heifer International is an NGO founded in 1944 and whose mission is to end hunger and poverty in a sustainable way by supporting and investing together with local farmers and their communities.

In collaboration with producers from different value chains, we create unique solutions to local challenges. Together, we build inclusive and resilient economies, so that communities can end hunger and poverty in the world effectively, inclusively, and sustainably.

For more information you can visit our international page www.heifer.org

Project context:

Heifer International (Heifer) is committed to the safety of its staff, donors, and volunteers in the countries where we operate in the Americas region.

In recent years, the levels of violence and insecurity in the Region of the Americas have increased, putting at risk the normal operations of the projects that Heifer executes in the region. Specifically, the levels of risk occur in the cities where the offices are located, the communities in which we provide the services and the access routes.

As a result of a preliminary survey, it has been established that insecurity and risk are due, among others, to attacks by organized crime, armed robberies, robberies, and kidnappings, among others.



Faced with this reality, Heifer International has considered the need to build security plans by country that determine the relevant security measures and protocols to be followed in the different situations that arise.

Description of the TDR:

Overview:

- a. **Name:** Development of security and risk mitigation plans for Heifer International in the Region of the Americas.
- b. **Purpose:** To provide each Heifer International country office in the Americas Region with the necessary mechanisms to guarantee the safety of personnel in their operations.
- c. **Area of intervention:** Heifer offices in Ecuador, Honduras, Mexico, Haiti, Guatemala.
- d. **Place of service provision:** Legal address of the proponent of the consulting services. During visits to the above-mentioned countries, Heifer International's offices in each country.
- e. **Responsible for the service:** Regional Directorate of People, Senior Directorate of Programs – Americas, Senior Country Directors.
- f. **Length of service:** 6 months
- g. **Estimated Start Date:** March 2025
- h. **Estimated completion date:** August 2025

Objectives, Expected Outputs and Core Activities:

- A) **General objective of the consultancy:** To improve the security of Heifer International's operations in Ecuador, Guatemala, Haiti, Honduras and Mexico.
- B) **Specific Objectives:**
 - a. Assess the current security situation of operations at Heifer International in Ecuador, Guatemala, Haiti, Honduras, and Mexico by assessing current risk levels, identifying security threats
 - b. Strengthen internal institutional capacity by collaborating with local and international security entities.
- C) **Expected Outputs:**
 - i. **Output 1:** Report on the status of levels of insecurity and risk existing in the areas of intervention of Heifer in Ecuador, Guatemala, Haiti, Honduras and Mexico.
 - a. Updated diagnosis and trends on the levels of risk and insecurity in the areas of intervention.
 - b. Heifer International's installed capacity to mitigate risks and reduce insecurity in offices, work areas and travel routes.
 - c. Identification of trends and types of operational security threats.
 - ii. **Output 2:** Proposed Security and Risk Mitigation Plan for Ecuador, Guatemala, Haiti, Honduras, and Mexico.
 - a. Gaps identified in terms of measures to mitigate risks.
 - b. Actions proposed at the level of:
 - i. Internal rules

- ii. Protocols
 - iii. Necessary resources (human, financial and material)
 - iv. Plan for internal capacity building (training actions)
 - v. Implementation schedule.
 - vi. Identification of at least 2 local or international entities that offer services in the field of security.
- iii. Output 3:** Implementation plan for security and risk mitigation measures by country.
- a. Preparation of safety protocols and standards
 - b. Administrative measures necessary to mitigate the risk.
 - c. Identification of the structure and technical personnel that will ensure the implementation of the action plan, as well as definition of roles and responsibilities.
 - d. Estimated budget for the implementation of the actions.

Methodological approach:

A) Methodology:

Participatory methodology with members of key management personnel, managerial and technical staff of the country teams and staff of the Americas regional team in charge of consulting, in order to have the opinion of all levels involved in institutional operations.

The service must be developed individually for each country, that is, Guatemala, Mexico, Honduras, Haiti and Ecuador.

The process must be approached with a technical assistance approach of co-design of the expected products and with a preventive vision that helps in making informed decisions with due anticipation.

Specifically, for the achievement of the expected producers, the following methodological approach must be taken into account in an indicative manner:

- a. Information - primary and secondary that is defined by the work methodology proposed by the consulting team(s).
- b. Evidence- record of incidents, accidents and emergencies.
- c. Decision - protocols with concrete actions for prevention and action.
- d. Control-reporting of compliance with security measures

Requirements for applicants:

A) Profile of the applicant for consultancy:

For this process, it is expected to have the participation of a natural or legal person who is able to offer the service for all or some of the countries, but who meets the following characteristics:

- a. Demonstrable experience of at least 5 years in the implementation of similar processes.
- b. Vast knowledge of the context of the Region of the Americas.

- c. Proven experience in the preparation of manuals, protocols and security systems, or similar.
- d. Submit institutional references from at least 3 clients or companies that have received their services in the last 5 years
- e. Proven experience of 5 years in the area of corporate security or in related roles.
- f. Have legal availability to move around all the countries of the Region where Heifer International is present.
- g. Have a tax registration document before the country's authorities and issue digital invoices.

Required documentation:

- a. Curriculum Vitae of the main consultant in an extensive, updated version and with accreditation of academic training, experience and related supporting documents.
- b. Description of the consulting team in charge of the process. Attach a summary curriculum of the members of the proposed team.
- c. Institutional curriculum of the proposing company, documented for the last 5 years.
- d. Detailed technical proposal that gives a clear account of the plan and work schedule to be developed for the achievement of the objective and expected products of this consultancy, the proposal must account for the proposed methodology.
- e. Economic proposal broken down including taxes. The proposal must contemplate the mobilization and/or stay in the area where the consultancy is carried out, as well as other expenses that it implies, and a narrative explanation of each item of the economic proposal.
- f. 3 recent customer referrals.
- g. Documents demonstrating specific experience in conducting consultancies with roles for corporate security purposes,
- h. Photocopy of the proof of the country's tax document.
- i. Photocopy of the positive tax compliance report.
- j. Proof of occupational risk insurance.

Payment method:

After the selection of the natural or legal person, a contract for the provision of professional services will be drawn up in accordance with the negotiation carried out. The negotiated amount will be covered in the following payments:

- a. 30% once Heifer International has accepted Product 1.
- b. 30% once Heifer International has accepted Product 2.
- c. 40% Heifer International has accepted Product 3 after revision and to the satisfaction of Heifer International at the end of the time set for consultancy.

Payments will be for fees and will be made by electronic transfer against delivery of invoice/tax receipt/receipt of fees in the country where the payment is made.

Travel expenses must be included in the economic proposal.



These Terms of Reference are part of the contract that will be signed between the consultant and Heifer International.

Reception of proposals:

Proposals will be accepted in electronic copy through email and mentioning in the subject; CONSULTORIA_SEG_CORPORATIVA to MARIANA.VASQUEZ@heifer.org no later than January 30, 2025. Include in the proposal all the information requested in the necessary documentation section.

Late filing and modifications

Proposals received after the submission deadline will not be taken into account. Applicants are responsible for ensuring that their proposals are submitted in accordance with the instructions herein.

For additional information contact Mariana Vásquez, mariana.vasquez@heifer.org

DIVERSITY AND INCLUSION

Heifer International values diversity, equity, inclusion, and belonging ("DEIB"), and believes that effective access to and management of diverse talent leads to better outcomes. HPI takes a broad view of diversity, and includes diverse backgrounds, including, but not limited to, age, experience, race, ethnicity, sexual orientation, gender, gender identity, disability status, national origin, and culture. HPI expects third-party vendors to respect and reflect HPI's DEIB value. HPI's ongoing monitoring of third-party service providers incorporates an assessment of supplier engagement with, adherence to, and history of access to and retention of diverse and inclusive workforces.

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