

TERMS OF REFERENCE

Hostile Environment Awareness Training (HEAT)

November 2025 – V3

INTRODUCTION

Since its creation in 1993 as an international non-governmental organization, Acted is committed to providing immediate humanitarian relief to support those in urgent need and protect people's dignity, while co-creating longer term opportunities for sustainable growth and fulfilling people's potential. Independent, private and non-profit, Acted respects a strict political and religious impartiality, and operates following principles of non-discrimination, transparency, and according to its core values: Responsibility, Impact, Entrepreneurial spirit and Inspiration.

We focus on the first mile: Acted develops and implements programmes that target the most vulnerable amongst populations that have suffered from conflict, natural disaster, or socio-economic hardship. Acted's approach looks beyond the immediate emergency towards opportunities for longer term livelihoods reconstruction and sustainable development.

In 2024 Acted supported 18.5 million people in 43 countries with 528 projects for a budget of 578m€.

The shifting global context and the increased insecurity faced by NGOs and aid workers on the ground have led Acted to further build the awareness and capacities of its employees with respect to personal safety and security. To this end, Acted wants to ensure that all its international staff follow an individual security training, otherwise called *Hostile Environment Awareness Training* (HEAT) before being deployed to the field, and seeks the contribution of a dedicated company to achieve that objective.

OBJECTIVE

The purpose of this HEAT is to increase the awareness and preparedness of Acted international staff to safety and security issues, as well as Acted's main safety and security management processes and best practices, through an *in situ* training mixing theoretical and practical sessions with simulations and tests.

This training should be able to be transposed online should the situation requires.

SPECIFIC OBJECTIVE

Acted is seeking to increase the individual security preparedness of all its international personnels before their assignment to the field through in situ training including specific theoretical and practical sessions as well as simulations, drills and tests.

The participants to these training sessions will by the end of the training understand Acted's Security Risk Management processes and have received training in soft skills such as context awareness, negotiating access, understanding and adapting your risk profile, how to increase your operational security, how to deal with some of the main risks encountered on field missions, humanitarian principles, and working with an acceptance approach to security.

PROPOSED TRAINING PROGRAMME

The exact training programme will be co-designed with the preselected company. It will take place in a fictional setting reflecting the potential threats and situations Acted staff can face while being deployed. The fictional scenario does not have to be always enacted, but must be used as a support for simulations, and can be used as a support for some or all the practical sessions.

In its technical proposition, the Bidder will propose a draft training programme lasting 4 days, with the total duration of the sessions not exceeding 36 hours. The proposed training programme must include the following sessions:

- Preparation to a deployment in mission
- Situational awareness and preparedness
- Personal risk profile and cultural awareness
- Stress management
- First aid (opening the participant to a certification)
- Introduction to communication (sat phone, radio)
- Safety & security in premises
- Safety & security in movements
- Basics of land navigation & orientation (map reading, GPS using)
- Introduction to weapons, UXOs, IEDs
- Kidnapping risks
- Introduction to Contingency planning and Hibernation, Relocation and Evacuation scenarios
- Sensitization to interactions with various stakeholders: customs, checkpoints, interrogation, arrestation, detention
- Sensitization to robberies, active shooter situations & complex attacks

The following sessions will also have to be included, and will be co-delivered & designed with Acted:

- Security Risk Management and Acted processes (30 minutes, to be included in the training programme)
- Security Incident Reporting (30 minutes, to be included in the training programme)
- Prevention of Sexual Exploitation, Abuse, and Harassment (90 minutes, to be included in the training programme)
- Access negotiation (180 minutes, to be included in the training programme, can be split)
- Cybersecurity (30 minutes, to be included in the training programme)

The Bidder can add additional sessions and/or merge some of the proposed themes in the proposition of training programme.

The days should be scheduled for a beginning at 0830 and an end of day at 1830, including a 1-hour lunch break. Night sessions (from 1830 to 2330) can be scheduled upon justification and should only be under the form of a simulation.

The Bidder must indicate the allocated time for each of the planned session, including appropriate breaks and a lunch break of an hour, and detail the sequence and organization of events in its training programme as well as potential injects over four days.

The Bidder will have to specify whether each of the session is expected to be theoretical, practical, or a drill/simulation and must provide an outline of the proposed approach and expected output for each session. For reference, please find an indication of which format each session should be in below:

Session	Theoretical	Practical	Simulation
Preparation to a deployment in mission	X		
Situational awareness and preparedness	X	X	
Personal risk profile and cultural awareness	X		
Stress management	X	X	
First aid	X	X	
Introduction to communication	X	X	
Safety & security in premises	X	X	
Safety & security in movements	X	X	
Basics of land navigation & orientation	X	X	
Introduction to weapons, UXOs, IEDs	X	X	
Kidnapping risks	X		X
Introduction to Contingency planning and Hibernation, Relocation and Evacuation scenarios	X		X
Sensitization to interactions with local authorities: customs, checkpoints, interrogation, arrestation, detention	X		X
Sensitization to robberies, active shooter situations & complex attacks	X		X
Security Risk Management and Acted processes	X		
Security Incident Reporting	X		
Prevention of Sexual Exploitation, Abuse, and Harassment	X		
Access negotiation		X	
Cybersecurity	X		
X	Compulsory		
X	Optional		

A theoretical session is expected to take place in an allocated classroom, using various supports to be specified by the Bidder (whiteboards, handbooks, videos, presentations)

A practical session is expected to introduce participants to the concept in an interactive manner (indoor/outdoor exercise, drill, role play)

A simulation is expected to take place within the fictional setting designed for the scenario. During this session, participants will interact with fictional stakeholders to achieve the pedagogical aspect designed for this session. If a simulation is scheduled for a session, a debriefing should also be scheduled, with enough time allocated for the participants to understand and assimilate the session.

APPROACH

Expected outputs

The general aim of the training is to reinforce technical knowledge, develop various skills linked to personal and collective security, as well as safety and security best practices from the participants.

The training schedule should include specific exercises and skill trainings, where every trainee will have opportunities to learn and practice.

By the end of the training, the participants should have gained knowledge and be comfortable with the pedagogical outputs designed for each session.

The Bidder is expected to detail in its technical proposition which approach will be used to make sure each participant, no matter its initial level, can assimilate the expected outputs.

Methodology

The Bidder is responsible for ensuring the Training runs smoothly, with careful attention to candidates and adherence to humanitarian principles.

The Training will be based on a scenario co-written by the Selected Company and Acted which will represent an environment with components typical to humanitarian operations. Acted will provide the documents associated to the Scenario to the participants.

The language of the training will be in English (or French should all participants only speak French).

The Bidder will organize a debriefing session at the end of each training, summing up important, key points, but also to listen to participants and allow them to share their thoughts and experiences. Documents linked to deployment and humanitarian security can also be shared via a link to all participants, in addition to any Acted security documentation that the organisation wishes to share. The documentation can be shared in English and French as main languages, but also in Spanish and Arabic if available.

A certificate will be awarded to all participants who took part in the four days of the training.

The Bidder is expected to submit a training report to Acted at the end of each training session, including an attendance sheet signed by all participants and trainers. The participants are expected to receive individually a proof of certification (first aid and any other agreed) within 15 days of completion of the Training.

Logistics

Trainings will be organized up to twice a month, starting on the Tuesday and finishing on Friday. They will take the form of a **4-day Training**, with 3 overnights stay on the site. Acted will be responsible for the site management and will ensure a focal point will be present 24/7 and that all logistical conditions are met for the Bidder to implement smoothly the Training. The Bidder can detail in its technical proposition characteristics needed on site to implement the sessions.



The Bidder will be responsible for purchasing the consumables and equipment needed for the implementation of the Training (first aid equipment, simulation outfits and accessories, etc.), on the exception of vehicles. Acted will be able to provide a secured storing space to the Bidder if needed.

Acted will take care of all logistical arrangements for the participants and the trainers, including transportation from Acted HQ to the site, accommodation, meals and refreshments, as well as the organization of the inside and outside training spaces.

The Bidder can include in its technical proposition to host the training on an identified site. In this case, costs relative to accommodation, food and transportation will have to be included separately in the financial proposition.

The Bidder is expected to provide 3 trainers if the number of participants is 12 or below, and 4 should the number of participants be above 12.

The Bidder will have to demonstrate in its technical proposition that the trainers have skills required to implement such training. Previous experiences in provision of HEAT trainings will be desirable, NGO experience within the trainers will be appreciated.

Each set of trainers will include at least one certified first aid instructor.

Coordination

Acted will support the transport costs for trainers and participants from Acted HQ (5 rue du Général Foy, 75008 Paris) to the site.

An Acted HQ staff member will be present at each training session to make the link between the Bidder and the site manager, as well as co-lead training sessions when agreed.

The Bidder will designate for each Training a Training Manager who will be the main interface between Acted and the Submitter.

The Bidder will detail in its technical proposition the certifications obtained by the participants upon completion of the Training, if any.

Participants insurance will be covered by Acted during all the time of the training session.

******* End of Terms of Reference *******