



BANGLADESH BANK
Head Office, Motijheel, Dhaka
Human Resources Department-1

Terms of References (TOR)
for
Security Assessment Firm(National)
for conducting security assessment/survey on
Bangladesh Bank Head office, Branch offices and its other
installations.

1. Background and Introduction

Bangladesh Bank (BB), the central bank of Bangladesh, works with the vision to develop continually as a forward looking central bank conducting monetary management and financial sector supervision to maintain price stability and financial system robustness, supporting rapid broad based inclusive economic growth, employment generation and poverty eradication in Bangladesh. BB is a key point installation (KPI). Its Head Office is located at Motijheel Commercial Area, Dhaka-1000. Branch offices are located at Motijheel, Sadarghat, Chattogram, Khulna, Bogura, Rajshahi, Sylhet, Barisal, Rangpur and Mymensingh. In today's rapidly changing world, the landscape of security threats continuously evolves, making safeguarding physical spaces more important than ever. Applying physical security assessment principles is vital in ensuring the safety of valuable assets, the protection of individuals, infrastructure, and the security of sensitive information. In this context, BB intends to hire an experienced national firm in order to conduct a holistic risk assessment/survey of its existing security and life safety infrastructure across all key facilities and provide recommendations in modernization of security system of its head office, branch offices and other installations.

2. The functionalities and responsibilities of the firm will include, but not limited to, the followings:

- a) Assess the current physical and safety infrastructure of Bangladesh Bank within the context of regional security challenges;
- b) Detailed assessment of the physical structures, grounds and surrounding areas of head office, branch offices (Motijheel, Sadarghat, Chattogram, Khulna, Bogura, Rajshahi, Sylhet, Barisal, Rangpur and Mymensingh) and other installations;
- c) Review comprehensive building security framework;
- d) Thorough evaluation of security measures to identify vulnerabilities and potential threats;
- e) Assess various security aspects including access control systems, surveillance equipment, physical barriers and emergency response protocols;
- f) Review the implementation of technological solutions such as alarms and monitoring systems;
- g) Review employee training and awareness related to security practices;
- h) Determine the level of risk associated with each identified vulnerabilities;

- i) Develop recommendations for improving physical security measures such as upgrading equipment, enhancing procedures or implementing new technologies;
- j) Identify potential risks and vulnerabilities in security and safety systems, considering both internal and external threat vectors specific to Bangladesh's operating environment;
- k) Benchmark against international best practices and standards applicable to financial institutions in emerging markets;
- l) Recommend improvements, upgrades, and a phased roadmap toward global compliance while addressing country-specific security considerations.

3. Eligibility Criteria:

The interested firms should have the following eligibilities:

- a) The firm must be legally registered as an entity and possess valid trade licenses;
- b) Security consulting firm with a minimum 08 years of general experience and exposure in conducting security assessments, particularly physical security assessments in large public/private organizations/financial institutions;
- c) The firm needs to have qualified personnel with relevant certifications and experience in security assessment and risk management;
- d) Annual turnover of at least BDT 10.00 (Ten) million in the last 3 years;
- e) Proven track record with multinational financial institutions operating in challenging risk environments;
- f) Demonstrated experience operating in challenging security environments, including South Asia and emerging markets;
- g) Specific experience in Bangladesh or similar geopolitical contexts is highly preferred;
- h) Demonstrated ability to execute field-level risk assessments and manage high-risk travel logistics, staff protection protocols, and emergency preparedness planning in politically sensitive or volatile regions;
- i) Proven capacity to integrate local security intelligence, threat trends, and compliance requirements into a unified operational risk framework aligned with international standards;
- j) Experience designing and delivering tailored training modules, SOPs, and scenario-based tabletop exercises for clients operating under donor regulations or multi-agency coordination structures.

4. Scope of Work:

The consultant firm will perform the followings for Bangladesh Bank Head Office Premises, Motijheel Office, Sadarghat Office, Chattogram Office, Khulna Office, Sylhet Office, Rajshahi Office, Rangpur Office, Barishal Office Bogura Office, Mymensingh Office, Governor's House, other installations and Premises.

4.1 Review of Existing Systems:

4.1.1 Audit physical security measures as per KPI and International Standard:

- a. Understand and mitigate risks across physical, personnel, and operational security domains;
- b. CCTV surveillance and monitoring systems;
- c. Access control and perimeter security;

- d. Access control systems and logs;
- e. Personnel screening and insider threat risks;
- f. Control room procedures and incident management;
- g. Intrusion detection and alarm systems;
- h. Contractor and visitor management systems;
- i. Threat detection capabilities for complex security environments;
- j. Strengthen security posture without disrupting core operations;
- k. Emergency response and business continuity arrangements.

4.1.2 Audit safety and emergency systems according to Bangladesh National Building Code (BNBC) & National Fire Protection Association (NFPA) requirements:

- a. Fire detection and suppression systems;
- b. Evacuation and emergency response plans;
- c. Building safety compliance;
- d. Crisis communication and coordination systems.

4.2 Risk Analysis:

- a) Identify internal and external threat vectors specific to Bangladesh's geopolitical context;
- b) Map critical assets and assess risk exposure in challenging operational environments;
- c) Conduct vulnerability analysis and prioritize risks based on regional threat landscape;
- d) Assess operational continuity under various crisis scenarios.

4.3 Benchmarking:

- a) Compare existing infrastructure with international financial institution best practices from similar challenging environments;
- b) Reference standards from multilateral institutions (World Bank, IMF, ADB) operating in emerging markets;
- c) Identify gaps and non-compliance areas with consideration for local operational constraints.

4.4 Detailed Tasks:

4.4.1: Security Infrastructure Assessment:

- a) Understand and mitigate risks across physical, personnel and operational security domains;
- b) Comprehensive CCTV system evaluation including coverage gaps, monitoring effectiveness, retention policies, and integration with crisis response protocols;
- c) Multi-layered access control assessment (perimeter, buildings, vault, IT areas) including biometrics, smart cards, Flap Barrier, Revolving Door and anti-tailgating measures or others (if necessary);
- d) Intrusion detection and alarm system analysis with focus on 24/7 monitoring and rapid response capabilities;
- e) Visitor management and screening protocols evaluation including VIP and dignitary procedures;
- f) Counter-surveillance and counter-intelligence measures assessment.

4.4.2 Fire Safety Assessment:

- a) Comprehensive fire safety systems audit (detection, suppression, control panels, emergency power);
- b) Evacuation plan effectiveness analysis including muster points, signage, and accessibility compliance;
- c) Emergency communication systems evaluation including redundancy and crisis coordination capabilities;
- d) Compliance assessment with local codes and international standards (NFPA, local building codes).

4.4.3 Operational and Procedural Review:

- a) Security operations procedures analysis including shift protocols, incident reporting, and escalation procedures;
- b) Integration assessment between physical security, IT security, and communication systems;
- c) Training program evaluation including drills, scenario exercises, and competency assessments;
- d) Crisis management and business continuity planning review.

4.4.4 Geopolitical and Threat Environment Analysis:

- a) Country-specific threat assessment including terrorism, civil unrest, criminal activity, and insider threats;
- b) Regional security trend analysis and impact on banking sector operations;
- c) Comparative analysis with peer institutions in similar environments;
- d) Future threat scenario modeling and preparedness assessment.

4.4.5 Risk Analysis & Prioritization:

- a) Multi-vector threat scenario development (external attacks, insider threats, natural disasters, cyber-physical convergence);
- b) Critical asset mapping and vulnerability assessment (buildings, vaults, data centers, personnel areas);
- c) Risk prioritization matrix based on likelihood, impact, and mitigation complexity;
- d) Cost-benefit analysis for recommended improvements.

4.4.6 Benchmarking and Recommendations:

- a) Compare current practices with industry best practices or applicable standards.
- b) Provide gap analysis and prioritized recommendations.
- c) **Phased implementation roadmap** with quick wins, medium-term improvements, and long-term strategic enhancements.

4.4.7 Site Locations:

- a) Bangladesh Bank, Head Office, Motijheel, Dhaka-1100, Bangladesh (all Buildings and Premises inside Boundary Area);
- b) Bangladesh Bank, Sadarghat Office, Sadarghat, Dhaka, Bangladesh (all Buildings and Premises inside Boundary Area);
- c) Bangladesh Bank, Chattogram Office, Chattogram, Bangladesh (all Buildings and Premises inside Boundary Area);
- d) Bangladesh Bank, Khulna Office, Khulna, Bangladesh (all Buildings and Premises inside Boundary Area);

- e) Bangladesh Bank, Sylhet Office, Sylhet, Bangladesh (all Buildings and Premises inside Boundary Area);
- f) Bangladesh Bank, Rajshahi Office, Rajshahi, Bangladesh (all Buildings and Premises inside Boundary Area);
- g) Bangladesh Bank, Barishal Office, Barishal, Bangladesh (all Buildings and Premises inside Boundary Area);
- h) Bangladesh Bank, Rangpur Office, Rangpur, Bangladesh (all Buildings and Premises inside Boundary Area);
- i) Bangladesh Bank, Bogura Office, Bogura, Bangladesh (all Buildings and Premises inside Boundary Area);
- j) Bangladesh Bank, Mymensingh Office, Mymensingh, Bangladesh (all Buildings and Premises inside Boundary Area);
- k) Governor's House, Gulshan and other installations & premises.

5. Recommendations:

- a) Suggest upgrades and infrastructure improvements;
- b) Propose SOP enhancements and training requirements;
- c) Provide a phased implementation roadmap for achieving international standard compliance.

6. Deliverables:

1. **Inception Report** (Methodology, assessment plan, and schedule)
2. **Conducting Comprehensive Security Risk Assessment** (Findings, gaps, risks) :
Conducting fire safety assessment based on Bangladesh National Building Code
3. **Submission of Security Risk Assessment Report and Fire Safety Assessment Report:**
 - a. Suggest upgrades and infrastructure improvements suitable for Bangladesh's operating environment;
 - b. Propose SOP enhancements and training requirements incorporating lessons learned from similar institutions in challenging environments;
 - c. Provide a phased implementation roadmap for achieving international standard compliance with realistic timelines and resource considerations.

7. Final Presentation to Bangladesh Bank management.

8. Duration: The assignment shall be completed within **8–12 weeks** from the date of contract signing.

9. Reporting and Coordination:

- a) **Weekly progress reports** to Bangladesh Bank's designated project focal point;
- b) **Stakeholder briefings** at key milestones with senior management engagement;
- c) **Draft report review process** with incorporated feedback;
- d) **Implementation support planning** for post-assessment activities.

10. Timeline: Total Duration: 8–12 weeks.

11. The firm may associate with other firms to enhance their qualifications. BB now invites eligible national firms to express their interest in providing the services. A firm will be selected following QCBS method as set out in the Public Procurement Act (PPA)-2006 &

Public Procurement Regulation (PPR)-2008. Eligible firms must provide information to substantiate that they are qualified to perform the services. Expression of Interest (EOI) shall have to be submitted to the address of the undersigned within 11.00 am, 27/08/2025 via mail or e-mail i.e. gm.hrd@bb.org.bd. Interested firms may obtain “TOR” from the website of BB (<https://www.bb.org.bd/aboutus/tenders/tenders.php>) or the address below, during working days, from 10.00 AM to 05.00 PM.

- 12.** The firm will work independently but will submit their report in coordination with KPI Defense Committee and KPI Survey Team formed under KPI Nirapotta Nitimala, 2013. BB authority solely preserves the right to accept or reject any or all the EOIs at any stage of selection process without assigning any reason whatsoever and without incurring any liability to the affected candidate(s).