

REQUEST FOR PROPOSAL: No. RFP/HCR/ETHDA/2023/002

ANNEX A

Terms of Reference for Security Services in the UNHCR Melkadida Operation (Main Office, Field Offices and other Premises Operated by UNHCR)

Important Notice:

Bidders are required to bid for all the items in Annex A; incomplete offers may be disqualified.

I. Background:

As an international organisation, UNHCR in Ethiopia has its security standards according to the level of risk to UN staff, premises, assets, and activities. These risks may vary from location to location within the operation area of Melkadida, Ethiopia, but at the present date, all locations are assessed as *High* risk.

UNHCR Melkadida Sub Office is seeking security services to protect its Compounds in different locations of Liban Zone, Somali Region of Ethiopia.

These services will be required to be provided by the successful Unarmed Private Security Company (UAPSC), whose performance will be assessed every year. The services will be awarded through a competitive selection process to the service provider. The service provider will need to have demonstrated a high level of experience, professionalism, ability, competency, and best practice in security services through a written response to the **RFP/HCR/ETHDA/2023/002** this TOR is referring to.

The primary risks to UNHCR staff include kidnapping, infiltration of facilities, violent attacks, demonstrations, cross firing, among safety accidents related to fire, health, and wellbeing.

This TOR is the basis upon which a contract will be awarded to create a team of highly trained and disciplined Ethiopian nationals who serve UNHCR in a protective capacity.

II. General:

Through this RFP, UNHCR aims to engage an UAPSC service provider to provide Unarmed Security Guards, for increased protection to UNHCR and contracted staff within the organization's facilities/premises and compounds in the Liban Zone, Somali Region.

III. Scope of Work:

The contract contents should include the following, and each is addressed separately thereafter:

- a. Unarmed internal guards to provide round-the-clock security services. The company shall ensure protection of the personnel & property of UNHCR, prevent trespass, perform watch and ward functions including night patrol on the various points, unauthorized persons and vehicle inside the compound.
- b. Unarmed Guard Supervisors -Supervise security guards, conduct inspections for physical and safety hazards, assist security guard managers, Ethiopian nationals.

IV. Specific Services to be provided.

1. Provide unarmed trained guard force throughout the compounds including female search capability.
2. Provide management of the complete guard force.
3. Provide full UNIFORM to the guards and company badge for each staff before deployment.
4. Provide unarmed guards to facilitate pedestrian and vehicle entrances.
5. Provide female receptionists, stationed at the main entrance of the compound, who have computer skills and English command in reading, writing, listening, and speaking, as well as fluent Somali language skills.



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6. Implement UNHCR security SOPs and emergency plans.
7. Control and management of pedestrian entrance to the facilities
8. Control access of all vehicles into the compounds, permitting only authorized cars.
9. Search any vehicles permitted access to the compound and comply with UNHCR SOPs.
10. Provide the ability to call Law and Enforcement agencies if requested within the agreed timeframe.
11. Confirm to have at least one vehicle for operation and management use
12. Maintain liaison with the UNHCR security team and abide by standing UNHCR procedures & adjust tasks according to instructions from UNHCR security.
13. Provide incident reports within 12 hours of occurrence.
14. Provide a weekly report indicates the security gaps within the premises and facilities with proposed solutions, the implementation is subject to UNHCR consent and approval.
15. Submit a monthly summary of tasks completed and issues and request a performance review from UNHCR security.

V. Methodology and technical approach

The assignment is to be conducted in 3 phases.

1. **Phase 1. - Preparatory.** The UAPSC is to conduct the following tasks before taking over the contract.
 - a. Mobilization of personnel, priority given to existing personnel, who demonstrated professionalism.
 - b. Training, administration and equipping of personnel.

Submit a report confirming all actions have been successfully conducted.

2. **Phase 2. - Delivery.** The UAPSC is to deliver the services to the standards agreed.
3. **Phase 3. - Demobilization.** The UAPSC is to conduct the following tasks upon completion of the contract.
 - a. Handover to new UAPSC (if applicable)
 - b. Return of all UNHCR equipment and property
 - c. Submission of Phase 3 Demobilization report to UNHCR.

VI. Deliverables

There are four deliverables.

1. **Deliverable 1.** - Submission of Phase I report
2. **Deliverable 2.** - Provision of Unarmed guard, access control, management and associated contracted tasks for the UNHCR Compounds/premises/facilities.
3. **Deliverable 3.** - Submission of monthly reports
4. **Deliverable 4.** - Submission of demobilisation report to UNHCR Security

VII. Timeline

1. **Phase 1.** -Preparatory to be complete no later than the agreed dates with UNHCR.
2. **Phase 2.** -Assessment to begin on the agreed dates with UNHCR.
3. **Phase 3.** - As directed by UNHCR Security.

VIII. Pre-eligibility and Selection

By the UN's policy on Unarmed Private Security Companies (UAPSC), the Contractor shall have the following mandatory requirements for possible selection:

1. The UAPSC must have been in the business of providing security services for at least three years before the submission of its proposal.

2. The UAPSC must have valid and current licenses to provide unarmed security services in the Somali region, Ethiopia.
3. The UAPSC must be able to comply with this TOR substantially.
4. The UAPSC must confirm that guards are/will be employed according to Ethiopia Government legislation.
5. The UAPSC must confirm that they will offer a salary scale and include other work-related benefits as per the Ethiopian Government labour codes and not below the current market rate.
6. The UAPSC must confirm that the number of working hours is per the Ethiopia Labor Law.

IX. Contractor Responsibilities

1. Administrative Planning
2. Standard Operating Procedures. The UAPSC, in close coordination with the UNHCR Field Security Officer or his representative, shall be responsible for familiarization and updating its guards with the relevant UN premises Standard Operating Procedures (SOPs) and Contingency Plans (COPs) related to all security/safety functions covered in the contract.
3. Emergency Plans. The UAPSC shall demonstrate familiarity with operational plans to meet emergencies including, but not limited to, those caused by a potential attack using borne improvised explosive devices, UXOs and small arms fire, demonstrations and riots, earthquakes and attempted felonious intrusions. The UNHCR Field Security officer or his representative will have such plans available to the UAPSC upon commencement of work under the contract.
4. Records and Reports. A summary of the required reports is listed below. The UAPSC shall demonstrate familiarity with these formats and may propose to combine words for efficiency in preparation insofar as the essential information is provided Within the specified timeframe. All administrative files, including details of internal unarmed guards on duty at each location at any given time, complaints, incidents, investigations, post and radio logs, shift reports, work schedules, equipment inventories, lost and found property, etc., shall be maintained at the UNHCR facilities and will be the property of UNHCR.
 - a. **Daily Occurrence Book**
 - b. **Weekly Situation Reports**
 - c. **Guards weekly Roster**
 - d. **Incident Report**
 - e. **Monthly Report**
5. Regular performance meetings will be held between UNHCR and the UAPSC, not less than once per month, and if required, written minutes of the meetings shall be prepared by UNHCR (FSO) and forwarded to the UAPSC.

X. Minimum Contractor Employee Qualifications

1. Unless specified elsewhere, the following minimum qualifications of the UAPSC's employees shall be observed:
2. All personnel must have security clearances, and written information about this must be provided for each employee, UNHCR reserving the right to vet and review the comprehensive character background checks to all security personnel before they are hired.
3. Guards must be at least 22 years of age and not older than 56. Supervisors are not to be older than 62.
4. All personnel must be physically fit for their duties and be well proportioned in weight and height.

5. Be in good general health, without physical defects or abnormalities that would interfere with their duties' performance.
6. No employee shall have been convicted of a crime or have been a party to any conflict against the Ethiopian government authorities, and against UNHCR People of Concern.
7. Manager, Supervisors and receptionists should have proven English language skills.

XI. Training Requirements

Before taking up duties under this contract, each employee must be provided with the following training:

1. Fire extinguisher handling,
2. Radio communications,
3. Premises access control,
4. Counter-terrorist search procedures,
5. First responder medical training,
6. Hostile surveillance and reconnaissance detection training,
7. Cultural sensitivity training (to the UN context), and
8. Human Rights Law and its application,

As Required:

- a. Supervisory and management skills (supervisors/team leader)
 - b. Workplace conflict resolution,
 - c. Integrity and ethics awareness - UNHCR Code Conduct
 - d. Preventing sexual harassment - UNHCR PSEA
 - e. Basic UNHCR Protection
 - f. An overview of the UN security management system relevant to duties.
- The UAPSC must certify to the UNHCR Field Security officer or his representative that each employee will undergo the above training and demonstrated the necessary skill level for the provision of services. Training records for each individual must be maintained.
 - The UAPSC must demonstrate to the UNHCR Field Security officer or his representative that a refresher training programme is implemented for each employee according to the duties assigned. Training must also develop as new technology, procedures, or threats emerge.

XII. Personal Appearance

1. The successful UAPSC shall provide all uniform apparel and equipment to its personnel at its own cost. Uniformed personnel must keep a clean, neat appearance and present a professional bearing, with well-fitting, clean and adequately presented colour-coordinated uniforms, with black or brown boots. Sport/training shoes, sandals or flip-flops are not to be worn whilst on duty. The successful UAPSC shall submit sample uniforms to the UNHCR Field Security Officer or his representative for final approval before any contractual arrangement.
2. The UAPSC shall demonstrate that a plan is in place to ensure that its personnel are physically capable of standing watch, i.e., not having consumed alcoholic beverages or other types of intoxicants within the previous twelve (12) hours with zero tolerance on drugs (Khat/Marijuana and other illicit substances) and are sufficiently rested. Smoking and chewing khat whilst on duty is not permitted.
3. UAPSCs must state within their proposal that their policy is that only conservative eyewear (prescription eyeglasses or sunglasses) may be worn with the uniform. Sunglasses or darkly tinted glasses shall not be **worn** unless deemed medically necessary by a licensed physician.
4. UAPSCs are to ensure that no lettering, design, flags, or colored undergarment shall be visible through the uniform shirt.
5. Hair is kept neat and trimmed and does not interfere with wearing uniform hats or caps.
6. Male personnel may not wear earrings, nose studs or any other forms of facial piercing whilst on

duty.

7. Penalties will be imposed for non-compliance ranging from suspension of duty to dismissal, decided jointly by the UAPSC and the UNHCR Field Security Officer or his representative.
8. The successful UAPSC shall demonstrate a plan to conduct pre-employment physical examinations at its own expense to ensure compliance with the above requirements.

XIII. Uniforms

1. All personnel provided by the UAPSC are to be provided with Company identification and must dress in a clearly recognizable uniform supplied by the UAPSC and displaying the company's logo,
2. UAPSC will ensure all uniformed personnel can comfortably achieve and maintain the appearance standards set herein. The uniform shall be appropriate to the climatic conditions and culture. Uniforms provided to female employees must be culturally accepted.
3. The UAPSC shall state that its complete uniforms shall always be worn by all on-duty guard force members while performing duties. The UAPSC's security guards shall wear the same colour and uniform style.
4. The UAPSC shall state that no decorations, awards, or other ornaments not approved by UNHCR shall be worn or displayed on the uniform.
5. All employees of the UAPSC shall wear a name/rank plate on the outermost garment.
6. Uniforms and equipment proposed should consist of the following general items (any minor variations must be explained in the proposal:
 - a. Shirt, long and short sleeves.
 - b. Trousers long.
 - c. Jacket.
 - d. Shoulder patches with UAPSCs logo.
 - e. Boots.
 - f. Cap/Hat/Beret and
 - g. Full-length rainproof coat or poncho.
 - h. Proper UNIFORM code for female staff based on the local culture.

XIV. Equipment

1. The UAPSC shall provide all equipment in support of the contract as follows:
 - a. One torch per UAPSC guard.
 - b. One Whistle per UAPSC guard.
 - c. Sundry items: notepad, pen, stationery, gloves, masks
2. The UAPSC will ensure with UNHCR Field Security Officer and its delegate that each post has a VHF/UHF radio communications ability to coordinate a response with the UNHCR Security staff in a security incident at the UNHCR site. Radio checks are to be conducted by Shift Supervisors at the beginning of each shift and periodically to ensure that equipment is functioning correctly. Those guards are to alert and monitor their radios.

XV. Fire Inspections

1. The contractor shall train its personnel to identify potentially unsafe conditions, such as fire or explosions and react to their occurrence. Upon detecting fire in any UNHCR compound, the contractors' personnel shall ensure that the compound residents are immediately alerted. The incident is reported to the senior UNHCR security professional, and immediate action is taken to extinguish the fire.
2. The contractor shall ensure that all its personnel are fully trained in using "in-house" fire-fighting equipment and are aware of the actions necessary to minimize damage and expedite fire-fighting assistance, as required. The in-house fire-fighting equipment currently consists of fire extinguishers, fire blankets and hydrants with hoses at all UNHCR locations. The senior UNHCR security professional or their designated representative will notify the contractor of all changes in the type of new fire-fighting equipment in writing. The contractor shall have 30 days to train its

personnel on using the latest equipment.

3. The security personnel shall immediately report all unsafe conditions noted on their patrol routes. These will be recorded in the Daily Occurrence Book at the end of each shift or be dealt with immediately if required.
4. The contractor's security personnel must be exposed to and trained on, as far as practicable, the UN Fire Safety Policy and the UN Fire Safety Guidelines.

XVI. Fire Drills.

1. The UNHCR Field Security Officer shall include the contractor's personnel in fire drills when scheduled (twice a year). This does not preclude the contractor from conducting its fire drills to maintain the competency of its personnel.

XVII. Organizational Considerations

1. The UAPSC will recruit qualified, experienced, and competent professionals for required levels and positions to meet the requirements of tasks under the contracts. The UAPSC will be fully responsible for any damage or incident due to incompetent or inexperienced staff. The UAPSC shall fully rectify the damages without any additional cost to UNHCR.
2. **Security.** The UAPSC is responsible for carrying out a security check on all staff employed for this contract and supply documents required by UNHCR supply/security staff.
3. **Programme Manager.**
 - a. The UAPSC will provide UNHCR with a designated point of contact at the management level who will attend periodic meetings with the UNHCR Senior Field Security Officer/Security Focal Person or his representative to review performance and discuss significant security incidents and trends. In this regard, the UAPSC shall designate a Programme Manager (**PM**) to serve as the primary point of contact with the UNHCR Senior Field Security Officer or his representative on a 24-hour basis. The PM shall have authority to act on behalf of the UAPSC anywhere services are provided under this ToR. The UAPSC shall also designate an alternate to fill in during the PM's absence. The PM shall have primary responsibility for personnel conduct, equipment, training, recruitment, and dismissal procedures.

XVIII. Standards of Employee Conduct

1. The UAPSC shall provide in the proposal a policy or SOP that shall ensure that its employees maintain satisfactory standards of competency, conduct, appearance, and integrity. It shall take appropriate actions, as necessary, to ensure compliance with these standards. The CVs of the UAPSC's senior staff shall be attached to the proposal.
 - a. **General.**
 - i. The UAPSC shall maintain satisfactory employee competency, conduct, cleanliness, appearance, and integrity and be responsible for taking such disciplinary action concerning employees as necessary. Each UAPSC employee is expected to adhere to standards of conduct that reflect credit on themselves, their employer and UNHCR. UNHCR reserves the right to direct the UAPSC to remove an employee from the worksite for failure to comply with the standards of conduct. The UAPSC shall immediately replace such an employee to maintain continuity of services at no additional cost to the UNHCR.
 - ii. **Neglect of duties shall not be condoned.** This includes unreasonable delays or failures to carry out assigned tasks, conducting personal affairs during duty hours, and refusing to render assistance or cooperate in upholding the integrity of the site security.
 - iii. **Disorderly conduct, use of abusive or offensive language, quarrelling, Intimidation by words, actions, or fighting shall not be condoned.** Participation in disruptive activities



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which interfere with normal and efficient UNHCR operations will not be condoned.

- iv. **Intoxicants and Narcotics**, The UAPSC shall not allow its employees. In contrast, on duty to possess, sell, consume, or be under the influence of intoxicants, drugs or substances which produce similar effects.
- v. **Criminal Actions**. The law will be applied to UAPSC employees engaging in any illegal actions. This includes but is not limited to the following steps: falsification or unlawful concealment, removal, mutilation, or destruction of any official documents or records or concealment of material facts by willful omission from official documents or records, unauthorised use of UNHCR property, theft, vandalism, or immoral conduct; security violations; unethical or improper use of authority or credentials; and organizing or participating in gambling in any form.
- vi. **Removal of Personnel**. The UAPSC shall respect the UN code of conduct and always maintain discipline at the workplace. The UAPSC shall be fully responsible for unlawful, riotous or any other misconduct by the employees at the site. The UAPSC will also preserve peace and protection of persons and property at the site.

XIX. Staffing Considerations.

1. The number of unarmed guards per location must be commensurate with the size, layout, regularity of presence and number of UNHCR International personnel in that UNHCR compound. Minimum requirements for the number of guards at the site should be agreed upon by the UNHCR Senior Field Security Officer or his representative and the UAPSC. UAPSCs shall outline how it intends to deploy a well-trained, organised and properly equipped group of unarmed guards at the site per this ToR. ***The employment of female personnel is a mandatory requirement, and the UAPSC must demonstrate the plan for the female job, including at the management, supervisory and team leader levels.***
2. The general ratio of Guard Supervisor to Guard Is **1:8**. This figure is flexible and will depend on the size, scope, and requirements of the UNHCR facility.
3. The UAPSC will be responsible for maintaining and ensuring the highest degree of morale and well-being of its personnel.
4. The Contractor shall provide and maintain adequate life insurance and medical insurance for each employee, including medical evacuation and third-party liability insurance.

XX. Mobilization/Demobilization

1. The initial mobilisation period for security personnel will be within 60 days—demobilisation and mobilisation to a different location within 30 days from notification. End of contract demobilisation will be 30 days. Eviction and replacement of personnel will be done within seven days.

XXI. Working Hours and Compulsory Time Off

1. Security personnel may not be on-duty for longer than 8-hours in 24 hours and must receive one continuous 24-hour break (paid) off-duty every seven days. However, in remote areas, shifts of 12 Hours may be applicable.
2. The UAPSC will be required to provide evidence of their proposed leave and rotation plan.

XXII. Quality Assurance

1. The UAPSC shall institute an appropriate inspection system, including control tables of duties, to ensure the staff carries out the predetermined responsibilities. Any shortcomings and substandard conditions noted in such inspections shall be promptly corrected and improved; any requirements beyond the responsibility of the UAPSC shall be brought to the attention of the UNHCR Field Security Officer for resolution.

XXIII. UNHCR Responsibilities

1. The contract will be negotiated according to agreed numbers and types of services identified by UNHCR and agreed with the Contractor using the "per unit cost" as contracted.
2. UNHCR will identify its most senior security professional responsible for security management, policy, and procedures for the site and its own SOPs.
3. UNHCR will designate a Contract Manager responsible for the operational management of the contract and liaison with the Contractor.

XXIV. Technical Proposal

1. The technical proposal must include a complete company profile explaining the number of years the UAPSC has been providing security services, as to prove its experience.
2. Current Copies of Updated/ Valid Company Documents : Registration Certificate, Taxpayer Identification(TIN) Certificates, Value Added (VAT) Certificate, Licenses and Documentation required to operate as a security Company in Ethiopia.
3. The UAPSC is to provide a list of clients, preferably INGOs and/ or UN Agencies for whom similar services have been provided within at least the last three years. This must include previous contracts or Purchase Orders.

XXV. Financial Proposal

1. The financial proposal must include the "per unit/ Take Home" costs specified in each Appendix.
2. The financial proposal should also consider the overall management and associated detailed monthly costs, including supervisor and team leaders.
3. The contractor is not to be further subcontracted, nor are employment agencies used for recruitment. A partnership arrangement with a single Ethiopian provider is acceptable with the UAPSC as the senior partner and responsible for all contractual arrangements under this TOR. Payment of salaries and entitlements must be made directly to the employee from the UAPSC. The company is to ensure a diverse clan/ethnicity representation of employees and provide proof that this has been achieved when requested.

APPENDIX 1

Static Protection of UN Personnel, Premises and Property by UAPSC - Unarmed National Guards

1. Objective

- a. Unarmed national guards shall provide essential functions with a visible deterrent to potential aggressors and a capability to prevent any outbreak for at least 30-45 minutes by the policy developed by the contractor, in line with the requirements of this ToR.

2. Basic Functions

- a. Conduct access control of vehicles and pedestrians to the designated premises or area when tasked by the UN entity security professional:
- b. Use of electronic body and package search equipment when required/available.
- c. Personnel searches for all personnel.
- d. Vehicle searches, including goods, delivered.
- e. Building searches for suspected explosive devices.
- f. Visitor control and registration systems.
- g. Opening and closing gate entry points.
- h. Maintaining daily records.
- i. Pedestrian and vehicle traffic records.
- j. Patrol the designated premises or area

- k. Identify and report suspicious persons or objects which may cause a security/safety concern.
- l. Subsequently, contain or remove suspicious persons or objects which may cause a security concern based on the UN Compound SOPs.
- m. Monitor and respond to intrusion and safety alarms
- n. Maintain guard post records and logs and preparation of incident reports; and
- o. Provide First Aid to UN personnel and visitors in the event of incidents
- p. Ensure all personnel entering the site display a **UN** ID card, UNLP or a Compound Visitors Badge. Register and control all Visitor Badges to ensure all have been returned.
- q. Upon direction of the senior security professional, guards may hand search suspicious-looking items brought into the premises. Female guards must always be available to search the body or bags of female staff or visitors.
- r. If suspicious activities are observed, the unarmed guard will contact the compound operations or security staff, advise them of the situation, and provide a description.
- s. Constantly monitor the UN premise for unattended objects. Suspicious objects should not be moved, but the guard should visually check them to determine if they have an identifying label. If there is no label and the owner cannot be found, the guard should contact the senior UN security professional, who will take appropriate action.
- t. When the senior security professional is ordered, the guard will not allow unescorted visitors into or within the UN premises.
- u. The security guard will immediately secure the scene of any incident/crime, evidence of a break-in, theft, or any suspicious incident to prevent unauthorised access and safeguard evidence.
- v. Monitor the CCTV system on the site if applicable and advise of any suspicious events.
- w. If applicable, operate a baggage scanner and other screening equipment, such as a handheld detector, walk-through metal detector, and a vehicle undercarriage inspection mirror.
- x. The security guard must be familiar with and enforce all UN Security SOP for the post and Compound.

3. Per Unit Personnel Cost or Take Home

- a. The "per unit" cost to be quoted is the total cost to place one fully trained, equipped, and uniformed personnel on the ground per month. Supervisors and Guards Manager are to be costed separately.

APPENDIX 3

1. Guidelines for Training Programme

- a. The Contractor will maintain training records for each security guard and supervisor, including failures and subsequent remedial training and requalification. These records will be made available to the senior security professional upon request. The UN has the authority to monitor, evaluate and audit all training delivered by the Contractor. The supervisors will arrange for weekly rehearsals of actions to be taken by the Contractor's personnel in the event of an incident designed around scenario-based situations.

2. General Orientation. Introduction to the training program, training objectives, the role of unarmed Guards at the UN compound:

- i. Contractor's Policies and Procedures
- ii. UN Policies and Procedures
- iii. UN mandate.

3. Principles of Premises Security. Principles of Security, actions for the protection of staff and facilities:

- i. Denial of access to unauthorised persons
- ii. Defense of the UN premises for at least 60 minutes until reinforcement arrives
- iii. Maintenance of guard force records and logs and preparation of reports

4. Authority and Jurisdiction. Authority of the Individual Guard:

- i. Procedure for Handling Incidents/Offences.
- ii. Use of Force.

5. Relationship of contractor guard force with Ethiopian government security entities.

a. Procedures for defending against a physical attack on the compound:

- i. Guidance on the use of force.
- ii. Various levels of force.
- iii. UN Use of Force Policy.
- iv. Procedures for using any equipment issued to guards, e.g., Batons, etc.
- v. Handover-Takeover of the battle to Ethiopia government forces and the planning and rehearsal of in-extremis scenarios such as a complex attack on a UN facility.

6. Organization, structure, functions, and interactions between each service provided under this ToR:

- i. Missions.
- ii. Functions.
- iii. Guard/Company/UN Relationship.
- iv. Relationship between the Contractor and UN Security.
- v. Duties of Security Guards.
- vi. Guard Conduct.
- vii. Patrols, Static Guards, OP.
- viii. Specific Duties of Individual Guards
- ix. Guard Orders
- x. Actions On and Arcs of Fire
- xi. Rules of Engagement and Use of Force Policy
- xii. Foot Patrols, Static Posts, Observation Posts
- xiii. Search and Seizure (personnel, vehicles, and work locations)

7. Premises Entrance Posts

- i. Access Control where required.
- ii. Compound Geography
- iii. Description of Post and function of Post
- iv. Description of general orders and post orders in detail
- v. Hostile Surveillance detection training
- vi. Emphasis on guard responsibilities, Actions, and Immediate Action Drills.
- vii. Training on incidents simulation secure the UN Compound for at least 60minutes.
- viii. English language training.

8. Specific Duties of Individual Guard Supervisors

- i. Writing and delivering Guard Orders
- ii. Familiar Rules of Engagement and Use of Force Policy
- iii. Ability to communicate clearly via Radio Orders and Instructions to the Guards
- iv. Training and Familiarization with UN Ops Room functions and role of commanding operations from these Ops room
- v. English language training
- vi. Interpersonal Communications
- vii. Identify Senior Staff by Name/Position.
- viii. Verbal Communications.
- ix. Non-Verbal Communications.
- x. Code of Ethics.

9. Radio Equipment Operation Procedures

- i. Radio Operation/Care of equipment.
- ii. Procedures to be used in case of an incident; notification of others; use of radio equipment.
- iii. Records, Forms and Report Writing Procedures
- iv. Required Forms - Formats.

- v. Report Distribution.
- vi. Procedures for preparing daily logs and incident reports.

10. Emergency Response Training

- i. Description and nature of the threat to UN personnel and assets with examples.
- ii. In-depth review of SOPs
- iii. Bomb threats
- iv. Internal hostage situations
- v. Fire/explosions
- vi. Description of the threat to assets of fire; use of fire extinguishers; familiarization with fire alarms and extinguisher locations
- vii. The role the guard force plays in the case of an attack or demonstration.
- viii. Evacuation of buildings/locations and bomb search.

11. Care of Sick and Injured Persons

- i. First Aid
- ii. Cardiopulmonary Resuscitation (CPR).

12. Required security guards for 2023 and beyond based on 8 hours shift.

Sub Office	Office	Number per post	Remarks
Melkadida	UNHCR SOMEL Compound	30	Security Guards
Melkadida	UNHCR SOMEL Compound	2	Female Receptionists
Melkadida	UNHCR SOMEL Compound	1	Guards Manager
Melkadida	UNHCR SOMEL Compound	2	Guards Supervisors
Melkadida	Bokolmanyo Field Office	5	Security Guards
Melkadida	Melkadida Field Office	4	Security Guards
Melkadida	Melkadida Repeater	4	Security Guards
Melkadida	Kobe Field Office	4	Security Guards
Melkadida	Hellowein Field Office	4	Security Guards
Melkadida	Buramino Field office	4	Security Guards
Melkadida	Dollo Ado Old UNHCR Compound	4	Security Guards
Melkadida	Common RRS/UNHCR Gate	4	Security Guards
	Total	68	