

UNHCR YEMEN
TERMS OF REFERENCE FOR SERVICES
Provision of Unarmed Private Security Services (UPSS)

BACKGROUND

UNHCR in Yemen intends to procure the round-the-clock services of a professional contractor to protect UNHCR personnel, accommodation facilities, and property and manage and operate security services, including protection of property and equipment from damage or loss from theft, violent attack, riots, fire, hazards, etc., to UNHCR's facilities in Mainly in Aden and other governorates as required.

A Frame Agreement will be awarded to the selected contractor/s for Two (2) years (with the possibility of extension for another One (01) year) at the discretion of the UNHCR; the performance of the contractor will be assessed on a yearly basis. These contract/s will be awarded, through a competitive selection process, to the service provider/s who can demonstrate through a written proposal a high degree of experience, ability, competency, and best practice in security services.

OBJECTIVE

To provide protection to UNHCR staff members, accommodation facilities, and property and to manage and operate security services, including protection of property and equipment from damage or loss from theft, violent attack, riots, fire, hazards, etc., to UNHCR's facilities Mainly in Aden and other governorates as required.

SCOPE OF WORK, ACTIVITIES, TASKS, DELIVERABLES, AND TIMELINES, PLUS BUDGET PER DELIVERABLE

Throughout facilities in Mainly in Aden and other governorates as required:

- a. Provision of a fully trained and equipped guard force of Unarmed Private Security Companies (UPSC) at UNHCR, mainly in Aden and other governorates, as and where required (e.g., mainly in the Aden office, Guesthouse, and Registration Center).
- b. Provision of trained and equipped unarmed guard force personnel at UN facilities as and where required.
- c. Continuous and ongoing training and re-training of all contracted security personnel and resources on a regular, programmed, and scheduled basis as agreed between the service provider and Security Team.
- d. Developing and implementing operating procedures specific to each location, which provides optimal protection and monitoring of the requisite security operations.
- e. Develop and implement a specific quality assurance methodology, which will be subjected to review and approval by UNHCR.
- f. Annual medical check-ups are evidenced by health certification issued by a qualified and experienced physician.
- g. Annual fitness check-up evidenced by certificates issued by a qualified and experienced physician. The check-up should verify that the guard is able to work in all types of weather conditions, work both day and night 8-hour shifts, stand continuously throughout those shifts, easily climb eight flights of 10 steps, and lift objects up to 40kg.
- h. Providing round-the-clock experienced security guards and supervisors to the organization premises and other premises as required during the contract period.
- i. The service provider/s shall provide all supervisory, management, and other personnel with the required experience, education ability, and other resources to plan and provide security services operations to the UNHCR facilities in Mainly in Aden and other governorates as required as defined in the Statement of Works. The service provider/s shall perform to the standards and follow all applications and directives identified in the Statement of Works, including international best practice procedures.
- j. A series of Security guard supervisors and Deputy supervisors are to be determined by the service provider as part of the internal management of the unarmed Guard Force.

Static Protection of United Nations Personnel, Premises and Property

Objective

1. Provide a visible deterrent to potential attackers and serve as an early warning in the notification of all security actors within the premises to repel any attack, in accordance with the requirements of this Statement of Works.

Basic Functions

2. **Conduct access control of vehicles and pedestrians to the designated premises or area**
 - a. Use of electronic body and package search equipment
 - b. Personnel searches for non-United Nations personnel
 - c. Vehicle searches
 - d. Screening of all deliveries of supplies moving in and out of the premises
 - e. Prevent unauthorized entry.
 - f. Protection of properties against natural and man-made disasters
 - g. Protection of properties against theft, intrusion, and fire hazards
 - h. Providing round-the-clock monitoring and vehicle tracking on all in and out-going
 - i. Visitor control systems
 - j. Badge issuance and control
 - k. Maintaining confidentiality on all issues and matters related to the organization and its personnel and their dependents.
 - l. Mail screening
 - m. Manage and monitor vehicle parking.
 - n. Patrolling premises and residences
3. **Patrol the designated premises or area.**
 - a. Identify and report suspicious persons or objects which may cause a security concern.
 - b. Subsequently contain or remove suspicious persons or objects which may cause a security concern.
4. Monitor and respond to intrusion and safety alarms.
5. Maintain guard post records, logs, and preparation of incident reports.
6. Provide First Aid to United Nations personnel in the event of incidents.
7. Unarmed response during delivering basic functions.
8. Protect United Nations personnel, premises, and property within the designated area in accordance with the Use of Force Policy developed by the Contractor, in accordance with the requirements of this Statement of Works.

The Duties of the Unarmed Security Company:

The service provider/s shall be responsible for providing all equipment, materials / to be checked by Security Unit for the execution of the services. UNHCR will approve the equipment, uniforms, and other materials prior to their use in the performance of this contract.

The service provider/s shall provide properly qualified security personnel and resources, in the correct numbers, equipped with the correct equipment and skills to carry out the functions and duties as contained in this Statement of Works.

1. The service provider will prepare Individual shifts and duty rosters in consultation with the UNHCR Security Manager and based on the latest Security Risk Management (SRM) and Physical Security Assessment (PSA) pertinent to the location.

2. The facility guarding and protection is performed on a 24/7 basis, eight (8) hours shift, three (3) shifts per day, or otherwise needed and requested by UNHCR.
3. **Working Hours and Compulsory Time Off:**
 - Security personnel may not be on duty for longer than 8 hours in a 24-hour period and must receive a quota of 2.5 days off-duty per month (paid); total annual leave days are 30 days a year (paid).
 - Relieving staff to be provided the week and the annual leaves of the security guards.
 - Reliving staff to have the same salary as the main security guards as they are doing the same job.
 - Home leave to be granted in terms of company policy.

The Duties of the Unarmed Security Guards will include:

Under the direct supervision of the Guard Supervisors, the guards perform the following duties:

- Tasks as detailed in the “Basic Functions” detailed above, tasks 2, 3, 4, 5,6,7 and 8.
- Coordinate all operations closely with the APSC and with the UNHCR or the applicable Security Manager.
- Other security duties as directed by UNHCR Security Manager.

Duties of Guard Supervisor will include:

Under the direct supervision of the UNHCR Security Manager, the Guard Supervisors perform the following duties:

- Exercise Command and Control of all guards
- Plan static security tasks and implement these plans; these must include a sound guard’s shift roster to always allow for adequate and robust presence.
- Study existing UNHCR security and contingency plans
- Rehearse guards regularly on security response to all attack modalities.
- Exercise and always demonstrate sound leadership and initiative.
- To function effectively under pressure to counter threats, including hostile elements
- Liaison with other security entities including Mol Guards and supervisor of local security personnel.
- Conduct limited training, drills, and revision as required.
- Make evaluations on mission tasks and recommend changes and improvements to drills, plans and skill sets.
- To submit daily incident reports to the UN Security Team
- Submit daily duty roster to UN Security Team
- Perform other related security duties as designated by the UNHCR Security Manager
- The Guard Supervisor should have sufficiently comfortable conversational English, both in communication and comprehension, to be able to interact with the UNHCR Security Team/ Security Manager during times of incident without difficulty.

Trainer/Instructor:

The service provider of the unarmed guard contract will provide a trainer conducting scenario-based training. UNHCR Security Manager must approve the training plan.

The service provider shall be responsible for providing uniforms, materials, and resources before their use in the performance of this contract.

UNHCR will review and approve these items based on the samples and technical specifications that meet needs requirements.

The service provider shall provide properly qualified security instructors, in the correct numbers, equipped with the correct equipment and skills to carry out the functions and duties in this Statement of Works.

The Service Provider shall provide regular and continual security training at all locations in Mainly in Aden and other governorates as required, where security personnel are deployed in support of the UNHCR Security Team.

The trainer will be responsible for providing – and assessing competency in – first aid, rules of engagement, communications, SOPs, etc.

Training Standards

Prior to commencing services under the contract, the unarmed Security company will provide the following training to each of its personnel on the International Code of also Conducted the following:

- Arrest and restrain techniques.
- Radio communications
- access control procedure of the UN Premises
- Suspicious package/parcel/letter
- First Responder medical training
- Training on the use of specific equipment to be utilized.
- Hostile surveillance and reconnaissance detection training
- Supervisory and management skills
- Human Rights Law and application
- Management of workplace conflict resolution
- Integrity and ethical awareness
- Sexual harassment awareness
- Overview of the United Nations security management system relevant to their duties

The unarmed Private Security Company must certify to the UN organization in question that each person has undergone the above training and demonstrated the necessary level of skills before commencing the provision of services for the organization. The service provider should provide based-evidenced documents /certificates for each guard to complete the required training.

The Unarmed Private Security company must demonstrate to the UN organization that the refresher training program is implemented for each personnel yearly.

Post Requirements (Per shift) – may be adjusted according to each shift requirements:

The manpower can be increased or decreased as deemed necessary in consultation with UNHCR Security Manager and the service provider in writing.

Responsibilities - Company:

- a. The service provider must be properly registered in terms of the laws of Yemen and shall be fully compliant with national security industry regulations and will obtain all the necessary documented certifications/approvals, in-country permits and licenses for the security personnel, and all of the required equipment.
- b. The provider should be a licensed and approved provider of security services, to diplomatic entities, within Yemen.
- c. c. The service provider must have been in the business of providing unarmed security for at least five (5) years before submitting its proposal.
- d. The service provider must undertake all reasonable steps, to verify with the relevant national authorities that any potential personnel (i) has not been convicted of any national criminal offenses including military tribunal or found by national and (ii) is not subject to any ongoing judicial proceedings, including military, in respect of such offenses or violations.

- e. The service provider shall confirm to the UNHCR, in writing that the above-outlined Screening Process has been conducted and that only personnel who meet the mentioned requirement are to be engaged to provide armed security services.
- f. The service provider will be responsible for providing all uniforms, communications equipment, and personal protective equipment necessary for the proper conduct of the services detailed in the contract.
- g. The service provider will be responsible for maintaining and ensuring the highest degree of morale and well-being of their personnel and will be required to provide whatever recreational equipment is necessary to achieve this.
- h. The service provider must provide evidence of their proposed rotation and leave plan.
- i. The service provider should provide evidence of their current guards' life, medical, and work injury insurance.
- j. All Guards must undergo a full body medical check and psychological evaluation from a reputable M.D. to ensure their health and well-being before engaging in their service. The medical check must be certified by a reputable M.D.
- k. All guards must have a contract with the company according to the Yemen labor law.
- l. The service provider should have an office with a strong management team based in the location where UNHCR operates or at least in the main city (**Mainly in Aden and other governorates as required**).
- m. The service provider will be responsible for providing uniforms and equipment for the personnel, as follows:

Uniform:

- a. All Guards are to be presented in smart, matching uniforms. Uniforms should consist of trousers, a shirt, boots, appropriate headwear, and suitable winter clothing, including pullovers, jackets, gloves, etc.
- b. The color and style of the uniform should be approved by UNHCR and would normally comprise combat/cargo-style trousers, matching shirts, and high-lace boots (black or tan). The colors should be neutral—tan, black, and blue are preferred—and not emblazoned with logos, emblems, etc.
- c. c. The service provider must always bear the cost of additional safety equipment, depending on the need, type of work, and local labor laws.
- d. UNIFORM should distinguish the general Supervisors from the other security guards.

Duty Equipment:

Unarmed Guards:

- Uniform
- VHF Radio (incl. charger and spare battery)
- Cellphone (incl. activated SIM card)
- Whistle
- Flash-light (Maglite)

Considering the requirement for interoperability between all components of the UN protection forces, the Service Provider will compile, in conjunction with UNHCR Security, an integrated security plan for each location to which personnel are deployed.

Personnel:

The service provider must provide qualified and experienced personnel to accomplish the duties and work as stipulated and required by this Statement of Works. The personnel provided must be employees of the service provider and shall be legally enabled to work within Yemen. The service provider will ensure immediate replacement of staff on annual or sick leave. The service provider must also be responsible for the payment for all entitlements due to the replaced staff or the relief.

The successful contractor shall provide and maintain each of their personnel with adequate life insurance, medical insurance including medical evacuation, and third-party liability coverage.

The use of alcoholic beverages and/or illegal drugs (including Qats) by the service provider personnel, while on duty, is strictly forbidden. The service provider shall immediately remove and replace any employee who is under, or strongly suspected of being under, the influence of alcohol or drugs.

All security personnel shall wear identification badges with a minimum of the service provider's name and the employee's name.

The service provider will provide a weekly status update report, in addition, they will be required to report any identified security deficiency and/or any security incidents immediately to UNHCR Security Facility Manager.

Mobilization/Demobilization:

- Initial mobilization period for security personnel will be within 60 days.
- Demobilization and/mobilization to a different location will be within 30 days from the date of notification.
- Final demobilization within 60 days from the end of contract date
- Eviction and replacement will be done within 1 week.

RESPONSIBILITY OF UNHCR

The contractor will be provided with the following:

- The UNHCR will provide suitably equipped and protected guard posts.
- Appropriate communication equipment, such as desk phones, logbooks and, if determined, a PC for handling daily records.

Duration of the Work

UNHCR intends to award a contract to the successful bidder(s) for two years at its discretion, with the possibility of an extension for another year based on the service provider's satisfactory performance.

- The contract is renewable on a yearly basis upon UNHCR performance evaluation of the successful company, meeting all performance expectations and standards as set out in the statement of works.
- In the case of underperformance by the successful company, UNHCR will terminate the contract with no possibility of extension after the yearly contract expires and before the end of the 2 to 3 years FA.

Location of Work

Below is an indicative number of UNHCR's current requirements. However, this requirement may change, which will be communicated with the selected contractor as and when necessary.

Post/Location Requirements:

a. UNHCR SO /Mainly in Aden and other governorates as required:

Post Number	Post level	Post type hrs/Day	Number of Posts	Time	location	Language requirements
1	Male Security Guard	24/7	1	24hrs	Walk through metal detector	
2	Male Security Guard	24/7	1	24hrs	Trap Zone	
3	Male Security Guard	24/7	1	24hrs	CCTV	
4	Female Security Guard	8 hrs/5 days	1	0700-1500	X-ray Machine	
5	Male Security Guard	8 hrs/5 days	1	0700-2300	Reception Area & Escort	
6	Head Guard	8 hrs/ 5 days	1	0700-1500	Patrolling	
7	Male Security Guard	24/7	1	24hrs	Patrolling	
8	Female Security Guard	8 hrs/5 days	1	0700-1500	Reception	

b. UNHCR Registration Center/ Mainly in Aden and other governorates as required:

Post Number	Post level	Post type hrs/Day	Number of Posts	Time	location	Language requirements
9	Male Security Guard	24/7	1	24hrs	CCTV	
10	Male Security Guard	24/7	1	24hrs	Gate 6	
11	Male Security Guard	8 hrs/5 days	2	0700-1500	Waiting area	
12	Female Security Guard	8 hrs/5 days	1	0700-1500	Waiting area	
13	Male Security Guard	8 hrs/5 days	1	0700-1500	CCTV	
14	Male Security Guard	8 hrs/5 days	1	0700-1500	Checkpoint one	

c. UNHCR Guest House/Mainly in Aden and other governorates as required

Post Number	Post level	Post type hrs/Day	Number of Posts	Time	location	Language requirements
15	Male Security Guard	24/7	1	24hrs	Walk through metal detector	
16	Male Security Guard	24/7	1	24hrs	Trap Zone	
17	Male Security Guard	24/7	1	24hrs	CCTV	
18	Female Security Guard	8 hrs/7days	1	0700-1500	X-ray Machine	

UNHCR locations may change during the contract. **Any changes regarding the number of personnel and/or additional (or fewer) locations will be agreed in writing between UNHCR and the Contractor.**

Minimum guaranteed take-home pay.

Position	Unit cost/per month in USD
Supervisor	1
Security Guards	37

QUALIFICATIONS, SPECIALIZED EXPERIENCE AND ADDITIONAL COMPETENCIES

Qualifications of the Successful Service Provider at Various Levels

The service provider must ensure that all contract employees are qualified to perform the specified job. All personnel must undergo due diligence and positive vetting before being assigned. Personnel must have a clean record and may not have been convicted of any felony or misdemeanor during a five (5) year period preceding the date of submitting proposals. Police reports attesting to this from the personnel's country of origin and/or Yemen will be made available to UNHCR upon request. Each guard must provide the required documents, including a valid medical report.

The Proposer shall ensure that all its personnel employed and assigned to perform under any Contract resulting from this solicitation meet or exceed the following minimum criteria.

- Must be at least 25 years of age.
- Be physically fit and able to perform all general patrol duties, functions, and activities.
- Be free from all communicable diseases.
- Be well proportioned as to height and weight.
- Be in good general health, without physical defects or abnormalities that would interfere with performing duties.
- Have binocular vision correctable using glasses/contact lenses to 20/30; and

- Have adequate colour acuity and be capable of hearing normal conversation at three (3) meters with either ear, without the benefit of a hearing aid.

Trainer/Instructor:

Person Specification: Required:

- Fluent English and the language of the security personnel
- Clear and developed leadership skills
- Demonstrated capacity in training development and execution.
- Successful experience of working with third-country national and, ideally, Yemeni's
- Excellent people skills, with all levels of seniority
- Excellent writing/staff-work
- A minimum of 5 years previous, and demonstrable command experience in the military or police
- Excellent communication skills (written and spoken) enabling effective rapport with workplace colleagues at all levels, regardless of background, nationality, and culture.
- Strong organizational skills and the ability to prioritise effectively and efficiently.

The Guard Supervisor:

In addition to the skills required for the guards, supervisors who must be 30 -45 years of age are to have demonstrable skill in:

- Conversational level English
- Have a proven and demonstrable skills in Leadership skills and Command and control skills.
- Possess a proven tactical ability in urban operations and rural environments.
- Demonstrated capacity in training development and execution.
- Excellent inter-personal skills, with the ability to collaborate with people from different nationalities and different cultural backgrounds at all levels of seniority.
- A minimum of 5 years previous, and demonstrable command experience in the role of law institution or similar entities.
- Excellent communication skills that enable effective rapport with workplace colleagues at all levels, regardless off background, nationality, and social status.
- Strong organizational skills and the ability to priorities effectively and efficiently.
- Writing and issuing operational orders during combat and non-combat situations
- Preparation and submission of daily incident reports
- Supervising small teams of security personnel
- Identifying and locating defensive positions when and where the operational situation requires
- Supervising security measures and practices in base camp environments
- Navigation and map reading
- Undertaking formal training and general instruction
- Defensive layout and continuous improvement of layouts.
- Counter-penetration operations.
- Fire plans and Fire Control.
- Disciplinary hearings
- Disciplinary hearings
- Ability to Supervise and Enforce security measures and practices in compound environments.

The Unarmed Guards:

Should have demonstrable training and experience in small-unit tactics/security procedures.

- The service provider will need to provide sufficient evidence that the Unarmed Guard Force personnel have the appropriate training and experience to conduct the required activities and be medically fit for purpose / remote deployment.
- Must have undergone a comprehensive training program with the provider before deployment.
- The personnel assigned must be able to cooperate with UN staff, Yemen host country security elements, and designated security focal points.
- Personnel must be able to deliver work that is consistent with UNHCR's priorities, goals, and ethics.
- Have knowledge and understanding of access control procedures.
- Have high standards of personal discipline.
- Have a basic knowledge of first aid.
- Have a high level of interpersonal and communication skills.
- Have a basic level of communication in the English language.
- Have a proven ability to operate radio & telecommunication equipment and a basic ability to follow procedures for UHF/VHF and other systems used by the UN.

CONDITIONS OF WORK

Reporting and Billing:

- The Service Provider shall report to the UNHCR appointed service manager in each office, and names will be reported officially to the Service Provider by the contract manager.
- The Service provider shall make monthly reporting of leave balances for staff to the administration unit. Any unused balances, and upon the termination of the contract, the services provider should ensure balances are compensated at the same rate as the monthly wages stipulated in the annexed table.
- Leave balances should be calculated according to the rules and regulations of Yemeni labor law.
- The service provider shall submit with each monthly invoice a breakdown for each field office clearly mentioning the cost for each post, overtime paid with names, and costs for external labors detailing all breakdown. A format must be agreed upon with management in advance. Each invoice must have a reference number, description, date, and detailed information as forementioned.
- The service provider must submit pays lips to all staff on monthly basis, mentioning the important details as:
 - Net Salary
 - Deductions
 - Contributions
 - Overtime
 - Leave Balances
 - Medical Insurance
 - Social Security Insurance
 - Bonuses
- Under no circumstance deduction is to be applied to staff from their salaries unless there is a pre-approval from the contract manager with clear justification, and such deductions must also be deducted from the monthly bill. Any violation of this may terminate the agreement and may go to further application of other liabilities that may harm the services of the ancillary services contract with UNHCR.

Social Security Insurance

- Final contract invoice will be paid upon submission of the social security settlements with original proofs of payments certified by the social security, and with the final report in the staff account.
- For staff separating from service, the social security should be cleared and proof of payment to be attached along with the invoice.

- The invoice of the social security insurance should be submitted in the local currency (Yemeni Rial) as per the labor law. UNHCR may pay the service provider in the USD currency based on the monthly UN exchange rates.
- The service provider should provide the latest reports of the social security insurance for his guards.

Medical Insurance

- The Service Provider should provide medical insurance as provided by the applicable law. Which must be obtained through a competitive process. UNHCR reserves the right to request for evidence/review of the competitive tendering process prior to finalizing the agreement. The service provider should provide different medical insurance packages as per the Yemeni Labor Law, UNHCR has the right to select the most suitable package for the security guards.

Risk Management:

- UNHCR has the full right to conduct audit monitoring in relation to the services provided to it, which the service provider, in turn, should facilitate and provide the documents required.

The service provider/s must be able to provide proof of the following:

- Must demonstrate at least 5 years of experience in the security industry, particularly in the fields related to this Statement of Works
- Must have a valid and current license to provide armed security services in their Home State as defined by Montreux Document (the State where the UPSS is registered or incorporated)
- Must provide references of satisfactory services provided in the fields of security.
- Must provide a communication plan to ensure successful management of the contract.
- Must demonstrate a capability to manage their personnel on the ground, particularly those deployed in the regions.
- Must demonstrate that they have an acceptable security-training program and that the personnel offered will have received proper security training.
- Must be able to provide relievers at short notice.
- Must be properly registered in accordance with Yemeni laws and legislation.
- Must provide details of employment benefits provided to their employees.
- Must ensure that security personnel are given sufficient rest days, providing an R&R and rotation schedule.

Third Party Liability:

The service provider shall bear all responsibility and liability, financial and otherwise, for any physical harm caused to his/her employees, or to other persons or any physical damage caused to property and equipment in the execution of this agreement.

Removal of Employees

All personnel employed by the service provider in the performance of this contract or any representative of the service provider entering UNHCR facilities and installations, shall abide by all security regulations of the installation and shall be subject to such checks as may be deemed necessary. UNHCR reserves the right to direct the removal of any employee for misconduct, security reasons, or any overt evidence of communicable disease. Removal of the service provider personnel for reasons stated above shall not relieve the service provider from responsibility for total performance in relation to this agreement. Service provider must provide reasonable reasons for removing employees from UNHCR locations.

Administrative and Management Requirements.

a. Performance Evaluation Meetings:

The Contract Manager/Supervisor of the service provider shall be required to meet at least weekly with the UNHCR Focal point or his/her representative during the first month of the contract and thereafter monthly to review the implementation of the contract and other related matters. The Contract Manager/Supervisor will be responsible for the distribution of properly recorded minutes of such meetings.

b. Records and Audits:

The service provider shall be required to maintain a complete and separate financial record and accounts for all transactions pertaining to or materially relevant to the operation at UNHCR facilities in relation to this agreement. This will include, but not limited to, invoices, bills, receipts, vouchers, payroll records, disbursement records, general and sub ledgers and other documentation pertaining to or substantiating expenditure and receipt of revenue on either an accrual or cash basis. The original financial ledgers and sub-ledgers and all original supporting documentation will be made available to inspection and audit by UNHCR or any of its designated auditors, either internal, external or specialist, within 24 hours of a written request by the UNHCR Representative to so present the records. This condition will be binding from commencement to twelve (12) months after expiry of the contract.

c. Quality:

UNHCR or third- party Quality Assurance Evaluators (QAEs) will carry out announced and unannounced routine and non-routine inspections of the service provider’s operations. UNHCR reserves the right to reject any and all services performed which do not conform to UNHCR's specifications. Rectification of rejected services shall be at the expense of the service provider. Failure to correct inadequately performed services could result in termination of the contract.

Scope of Proposal Price and Schedule of Payments

Once a Contractor is awarded the Contract, in full consideration of the complete and satisfactory performance of the Services under the Contract, the relevant UNHCR shall make payments to the Contractor in accordance with the pricing structure set forth in the Pricing Table. The prices shall remain fixed for each of five years as agreed by the parties.

The contractor must provide a written proposal indicating how it will achieve the requirements as stated in this TOR and also demonstrate the ability to deliver service. Relevant government authorization proof must be included in the proposal.

Criteria for Selecting the Best Offer

The below method will be used:

Combined Scoring method – where the qualifications and methodology will be weighted a maximum of **70%** and combined with the price offer which will be weighted a maximum of **30%**.

CRITERIA FOR EVALUATION

Requesters should submit comprehensive and clear criteria for how they will evaluate the proposals. You can use the structure below as a guideline but need to indicate any critical skills or knowledge that you would need your contractor to have, under points to consider. Please remove this portion when not applicable to the TOR being prepared.

#	ELIGIBILITY CRITERIA	Pass/Fail
1	Core business in the security field with valid Company registration certificates, valid work permit, trading license and tax membership issued by relevant authorities	Fail/Pass
2	Proof of experience submitted with a minimum 5 contracts in the past 5 years	Fail/Pass
3	The Official permissions must be issued by local Authorities in Yemen	Fail/Pass
4	The service provider's operational office must be based in Mainly in Aden and other governorates as required Governorate.	Fail/Pass
5	Company not on the United Nations Security Council Sanctions List	Fail/Pass

Section 1. Vendor’s qualification, capacity, and experience		Points
1.1	The reputation of organization and staff credibility/reliability/industry standing The Supplier shall provide a brief description of the organization, including the year and country of incorporation and types of activities undertaken	2

1.2	<p>General Organizational Capability Supplier shall:</p> <p>a) Outline General Organizational Capability which is likely to affect implementation (i.e., management structure, financial stability (including annual turnover for the last three years) and project financing capacity, size of the organization, the strength of project management support, e.g., project management controls, global networking, financial stability).</p> <p>b) Years of experience with the UN in carrying out the service of Security guards' activities and a proven record in delivering professional results</p> <p>c) Explain any partnerships with local or other organizations relevant to the performance of the Terms of Reference. Special attention should be given to providing a clear picture of roles, responsibilities, reporting lines, and accountability. Letters of commitment from partners indicate whether some or all have worked together previously.</p> <p>d) Work experience in Yemen i.e. [Governorates/cities] with the UN and/or other international organizations.</p>	2 2 2 2	8
1.3	<p>Relevance of specialized knowledge and experience on similar engagements done in the region/country Supplier shall:</p> <p>a) Provide information confirming the relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience in Projects in the Region</p> <p>b) Describe the experience of the organization performing similar services or works. Experience with other UN organizations/ major multilateral / or bilateral programmes is highly desirable.</p> <p>c) Provide at least three references with the following information: - Client - Contract value - Period of performance (from/to) - Role in relation to undertaking the services - Reference Contact Details (Name, Phone, Email)</p>	3 5 5	13
1.4	<p>Quality assurance procedures, risk and mitigation measures</p> <ul style="list-style-type: none"> The Supplier shall describe the potential risks for performing the Terms of Reference that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks and ensure quality assurance. Provide certificate (s) for accreditation of processes, policy e.g., ISO etc. 	7	
1.5	<p>Organization Commitment to Sustainability Supplier shall inform whether:</p> <ul style="list-style-type: none"> The organization is a member of the UN Global Compact Organization demonstrates a significant commitment to sustainability through some other means (for example, internal company policy documents on renewable energies, disability inclusion or membership of trade institutions promoting such issues) If applicable, submit Compliance Certificates, Accreditations, Markings/Labels, and other evidence of the Vendor's practices that contributes to the ecological sustainability and reduction of adverse environmental impact (e.g., use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures. 	5	

		Total Points for Section 1	35
Section 2. Proposed methodology approach and implementation plan			Points
2.1	Analysis Approach, Methodology Supplier shall:		9
	a) Provide in sufficient detail a description of the organization's approach and methodology for meeting or exceeding the requirements of the Terms of Reference;	3	
	b) Explain the organization's understanding of UNHCR needs for the goods/services/works and how the different service elements shall be organized, controlled, and delivered;	3	
	c) Describe the available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement;	3	
2.2	Management - timeline, deliverables, and reporting a) The Supplier shall provide a detailed description of how the management for the requested services will be implemented to achieve the requirements of the Terms of Reference. The activities in the implementation plan should be properly sequenced, logical, and realistic.		2
	b) Providing the latest reports of the medical insurance, and social security insurance for the last three years.		2
2.3	<u>A sustainability-related approach to the service/work is required.</u> Supplier shall: a) Provide a detailed description of the methodology for how the organization/firm will achieve the terms of reference for the project, keeping in mind the appropriateness of local conditions, project environment, and sustainability considerations.		2
			Total Points for Section 2
			15
Section 3. Management Structure and Key Personnel			Points
3.1	Composition of the team The Supplier shall:		20
	a) Describe the availability of resources regarding personnel and facilities required for the Terms of Reference including contract employment for the guards.	5	
	b) Having an actual office in the main cities where the service is required	5	
	c) Provide an organigram illustrating the office location (city and governorate) and reporting lines, together with a description of such organization of the team structure, should be submitted.	5	
	d) Experience in providing security training sessions.	5	
			Total Points for Section 3
			20
			TOTAL POINTS
			70

Minimum technical pass score: 46 points (Technical Proposals scoring less than 46 points will be considered nonresponsive and, therefore, rejected). Bidders who score 46 points and above will be considered for the financial evaluation.

The Financial Proposal should include the following criteria:

- Minimum guaranteed home pay is detailed in the following table:

Security Guard Classification	Minimum Take-Home Pay
Supervisor	USD 500
Guards	USD 450

- Cost of compliance with labour law (leaves, overtime, medical insurance, social insurance, deductions, contributions, & bonuses).
- The cost of other services required included in the unarmed security services, such as (provision of uniform for guards, purchasing or renting security equipment. etc) must be included in the financial proposal and precisely detailed under the management fee %)
- Finally, a detailed management fee percentage should be included in the financial proposal.

****End****