

RFP RFP/UNHCR/JOR/2024/1

Annex A Terms of Reference

For the Provision of Unarmed Private Security Services

1. BACKGROUND

- 1.1.** The information in this Terms of Reference (TOR) describes the objectives and requirements that the UNHCR have in seeking Unarmed Private Security Services (UPSS) provider(s) to provide general security guard services for UNHCR facilities in Jordan. This TOR shall become an integral part of any contract subscribed between Jordan UNHCR organization and the awarded UPSS.
- 1.2.** The UNHCR is an international organization that requires security management and guard services for their facilities in the whole country. The guard force is a key element of the UNHCR security program and is one example of our commitment to providing a safe and secure working environment for our employees, UPSS providers, and visitors.
- 1.3.** UNHCR and UNICEF are the participating UN agencies in this tender, however, Other United Nations Agencies, Funds and Programmes shall be entitled to the same prices and terms as those contained in the offers of the successful bidders and could form the basis for a Frame Agreement with other UN Agencies.

2. SECURITY OPERATIONS AND FACILITIES

- 2.1.** The following information describes the UNHCR facilities requiring security operations arrangements. The chosen company(ies), hereinafter referred to as the UPSS provider(s) for purposes of this TOR, will be required to recruit, train, and manage a guard force consisting of unarmed supervisory and subordinate security personnel at the UNHCR facilities located in Jordan.
- 2.2.** Unanticipated changes may occur in the numbers and locations of sites belonging to the UNHCR, and the guard posts may change accordingly. The security policies, practices and procedures related to the UNHCR personnel, facilities and properties and other assets are contained in the General, Post, Supervisory and Special Orders are to be provided to the UPSS providers and updated as needed by the UPSS providers, consistent with this TOR and in conjunction with UNHCR Contract Officer.
- 2.3.** The requirements are for Site Managers, Supervisors, Head guards and security guards (both male and female), and receptionists in various locations in Jordan. Due to UNHCR variable operational requirements during the course of the year, guards may be required on a daily, weekly as well standard monthly basis in case a temporary surge is required due to additional security needs.

2.4. The security management responsibility of UNHCR in Jordan is assigned to the organization's **Contract Officer Representative (COR)**.

2.5. For UNHCR, the organization's estimated requirement is 230 guards (including Site Manager, Supervisor, CCTV officer, Receptionist, Head Guard and Guard – male and female) in various locations in Jordan including Amman, Irbid, Mafraq, Za'atri camp, Azraq Camp in addition to other locations, subject to operational requirements.

2.6. Location of UNHCR Facilities:

No.	Facility Name	Governorate	City, Street Address
1	Branch Office	Amman	Khalda, Wasfi Al Tal St.
2	Registration Center (HD)	Amman	Khalda, Wasfi Al Tal St.
3	Sub Office	Mafraq	Mafraq city, Hai al Iskan, License St.
4	Registration Center (HD)	Mafraq	Mafraq city, Hai al Iskan, License St.
5	Za'atri Camp	Mafraq	Za'atri village
6	Azraq Camp / Field Office	Zarqa	Azraq Highway
7	Field Office	Irbid	Zabdat Farkouh
8	Registration Center (HD)	Irbid	Zabdat Farkouh
9	Garden Camp (King Abdallah Park)	Irbid	Ramtha
10	Help Desks / Mobile Reg.	All	Various locations
11	UNICEF Country Office	Amman	Shmeisani, 74 Abdul Hamid Badis Street and 7 Layla Al Akhleyah Street
12	UNICEF Yemen Office	Amman	Shmeisani,
13	UNICEF Regional Office	Amman	Tlaa' Al Ali, Abdulqader Al-Abed Street

2.7. Physical Description of UN Facilities and Security Concerns, including but not limited to:

- a. **Perimeter Security:** The perimeter of the UNHCR facility will be managed by the UPSS provider's personnel. Events in the area of the UNHCR facility require a number of security personnel to ensure that there are no impediments to entering or exiting the facility by performing regular patrols.
- b. **Access Control:** Access control at some facilities is provided by an automated system operated by proximity card readers. Visitors are required to have their identities and reasons for the visit confirmed prior to gaining access to the facility. Visitors shall be issued with a visitor pass and escorted while on the UNHCR facility.
- c. **Closed Circuit Television (CCTV) and/or Alarm System:** A CCTV system with recording capability is installed and operational at the facility.
- d. **Crowd Control and Emergency response:** Events in the area of the UNHCR facility require a number of security personnel to ensure crowd control and emergency response, i.e., Evacuations and Mass Casualty Incidents.

3. COMMENCEMENT OF CONTRACT

3.1. Performance of work against this TOR shall commence upon the UPSS provider's execution of the contract.

4. UPSS PROVIDER'S RESPONSIBILITIES

- 4.1.** The UPSS provider shall provide all the necessary personnel (Unarmed Security Guards), training, supplies, equipment and accessories needed to perform the services required in this contract. The UPSS provider must comply with all applicable requirements established by the Government of Jordan. The UPSS provider shall comply with and enforce all orders, policies and/or procedures issued by the UNHCR.
- 4.2.** The UPSS provider shall furnish the security services, in accordance with industry standards, including but not limited to:
- a. Providing access control to all owned, leased or controlled facilities and properties by visual inspection of issued building passes and other approved identification media.
 - b. Performing luggage, handbag and suitcase searches and inspections manually or using a hand-held metal detector and x-ray Machine.
 - c. Providing information and assistance to all visitors, guests and employees.
 - d. Responding to events such as security alerts, probable criminal acts, civil demonstrations and altercations occurring on property.
 - e. Responding to life threatening situations such as medical alerts, fire alarms, suspected or actual crimes and other related situations occurring on property. This shall include:
 - Assuring that all the appropriate alarms are sounded and building occupants alerted in the event of an emergency.
 - Assisting in evacuating all occupants from buildings and other properties; and
 - Assisting in coordinating communications and notifications among law enforcement personnel, UNHCR personnel and other emergency response elements in the event of an emergency.
 - f. Providing checks and/or patrols to monitor security, safety and building systems. While patrolling the compound and perimeter of the compound, the guard should check for breaks in security (e.g., the perimeter, windows, doors, etc.);
 - g. Performing package and other security related inspections, as directed.
 - h. Directing and controlling vehicular and pedestrian traffic, as directed.
 - i. Receiving, issuing and accounting for keys and locks issued to the facility, offices, gates and other controlled or restricted areas requiring key access.
 - j. Monitoring the CCTV, recorders, intrusion alarms, fire alarms, security radio net, guard monitoring system and other security or safety equipment owned or controlled by UNHCR.
 - k. Observing building occupants and reporting instances of non-compliance with security procedures to the Contract Officer.
 - l. Detecting and preventing, as authorized under law, persons attempting to gain unlawful entry to buildings and properties with the minimum force necessary.
 - m. Reporting unsafe or hazardous conditions that require immediate corrective action by the building maintenance, landlord or other personnel.
 - n. Summoning medical assistance (i.e., calling medical responders like ambulance services) for persons who are ill or injured on the property.
 - o. Preparing and maintaining incident reports for events identified in General, Post, Supervisory and Special Orders. Incident reports will be submitted by the UPSS provider to the Contract Officer within 24 hours.



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- p. Maintaining a 24-hour duty log of all security-related activities, violations or events.
- q. Conducting preliminary and follow-up investigations on incidents and/or complaints as directed by the Contract Officer.
- r. Ensuring that all reports and other documents, e.g., incident reports and logs, are written clearly, legibly and accurately.
- s. Conducting after-hours security inspections for building security, fire and safety purposes.
- t. Providing security personnel at fixed posts with fully trained and qualified replacement personnel (breakers) to allow for comfort, personal needs, stress, meals or other situations requiring absences from posts.
- u. Assuring that General, Post, Supervisory and Special Orders and other documentation are maintained in good condition and kept updated as required.
- v. Performing bodyguard or security escort duties for persons, i.e., VIPs, on properties or Area of Operations, as directed.
- w. Ensuring compliance with local labor laws to ensure that no individual guard works more than the maximum allowable time in a twenty-four-hour period and no more than the maximum allowable days without a break.
- x. Ensure that the contractor provide the guards with rest and meal breaks in accordance with local regulations and per agreement with the Contract Officer.
- y. Transfer of cash, if and as requested, between banks and office locations, Partners and, or elsewhere shall be approved by management in writing before commencing these tasks.
- z. Working with the host Government police and other international organizations in furtherance of these duties as instructed by; and/or
 - aa. Performing other duties as may be specified in this contract.
 - bb. UPSS to ensure that all personnel recruited are enrolled in the national social security system. UPSS must ensure that the company's share is paid on a regular basis.
 - cc. All UPSS personnel entering facilities shall abide by all security regulations of the facility and shall be subject to such checks as may be deemed necessary. UNHCR reserve the right to direct the removal of any guard 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 the responsibility of full performance in relation to this contract.

4.3. The UPSS provider:

- a. Must have experience in the security industry of not less than ten years.
- b. Provide at least five references of past and current contracts of a similar nature to the services required in this project.
- c. Provide documented experience at UN Agencies, Embassies, INGOs, Banks, Hotels and others. (Attach copy of contract or recommendation letters);
- d. Must provide the Company Organization Diagram.
- e. Shall be liable for any damage or loss of assets especially after working hours if negligence is proved.
- f. Must be able to deploy female staffs for all locations.
- g. Provide CVs of the personnel (2 copies) with detail of qualification, experience, and training.



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- h. The deployed staff must work only for UNHCR or other UN agencies participating in this agreement.
- i. Must demonstrate a capability to always manage their personnel on the ground.
- j. Must ensure that security personnel are given enough rest-days in accordance with Jordanian labor laws.
- k. Must provide mandatory work hazard medical insurance and optional general health insurance for their personnel.
- l. Must provide one vehicle per Camp for monitoring of locations and conducting patrols around warehouses.
- m. Must provide services for the UN Urban Help Desks and the UN camps among different locations across the country.
- n. Must manage the area (Irbid, Azraq, Mafraq and Amman) by deploying a site manager who works for the service provider.
- o. Must provide general building evacuation plan for each location in consultation with the UN agency.
- p. Must be able to provide qualified and trained replacement guards, head guards and supervisors with no delays (no more than 2 hours); however, during an emergency replacement should be available in less than 45 minutes.
- q. Must provide a communication plan to ensure successful management of the contract. (Provide list of focal points)
- r. Must demonstrate that they have a security-training program and that the personnel offered will receive proper security training.
- s. Must provide key performance indicators for the guards.
- t. Must provide a catalog of uniforms with full details, photos, date of delivering, etc.
- u. Is subjected to a third-party audit and inspection (UNDSS, HQ audit)
- v. Should not have any record of human rights breaches, child abuse, women abuse, and not involved in any criminal actions nor political involvements.

4.4. Salaries & Overtime:

- a. The take-home salary (the minimum net salary) per month, excluding the staff's social security and health insurance, a portion must be as following:
 - Receptionist's take-home salary must be **460** JOD.
 - CCTV Officer's take home salary must be **420** JOD.
 - Supervisor's take home salary must be **420** JOD.
 - Head Guard's take home salary must be **400** JOD.
 - Guard's take home salary must be **370** JOD.
- b. The UPSS must:
 - Show overtime compensation process, including for security services outside facilities such as help desks in urban areas, etc...
 - Provide the salary slips for all UPSS personnel every month.
 - Provide the social insurance payment to all UPSS personnel who must be all part of the social security scheme.
 - Ensure that Social Security fee is deducted from the basic salary not the take home salary of the UPSS Personnel.
 - Pay salaries through bank transfer and not in cash.

4.5. UPSS must fill the **Pre-Bid Questionnaire** table based on provided documents, **see Annex B**

5. REQUIRED POSITIONS AND GUARD POSTS WITH HOURS/DAYS OF SERVICE

See **Annex A2** (Required personnel – positions and posts guarding service).

5.1. For the continuation of works and in order to ensure that the guards get their breaks with no delay, the UPSS should provide replacement “relief” guards according to UN agency security guarding needs.

5.2. Require One relief guard for every 6 security guards in the same working hours, the relief guard should be at the same level of training, same level of salary, and of the same gender. UNHCR security guards’ relief number must be at least as below.

Duty station	Number of reliefs	Working hours	Number of reliefs	Working hours
Amman	5 (3 M/2 F)	8hrs/5days	1	24hrs
Mafraq (Zaatari)	3 M	8hrs/5days		
Mafraq (HD & SO)	3 M	8hrs/5days		
Azraq	4 (2 M / 2 F)	8hrs/5days		
Irbid	3	8hrs/5days		
Total	18		1	

6. UPSS PROVIDER PERSONNEL GENERAL QUALIFICATIONS

6.1. The UPSS provider shall ensure that all personnel assigned to this contract have not been convicted of any serious criminal offence, including by a military tribunal, or found by a national or international authority to have breached criminal or humanitarian law in any jurisdiction. Further, in principle, they must not be subject to any ongoing judicial proceedings, including military, in respect of such offenses or violations and must meet the following minimum standards:

- a. Pass a criminal background record check.
- b. Be able to effectively understand and conduct written rules, orders, and instructions.
- c. Be able to effectively communicate with UN employees and guests.
- d. Be able to compose precise, short paragraphs for written reports that are required under this contract.
- e. Possess or be eligible to obtain a valid driver’s license for operating motor vehicles, as may be required in the performance of this contract.
- f. Possess the physical and psychological stamina for prolonged walking, standing, sitting, and stooping.
- g. Free from all communicable diseases and in good general health without physical defects or abnormalities that would interfere with the performance of any guard duty.
- h. Shall not be dependent or addicted on alcohol or other drugs; if using prescribed medication, it shall not hinder the performance of assigned guard duties.
- i. Be cognizant of the fact that guards may have to confront or challenge violent or potentially violent persons.
- j. Be at least 23 and maximum 56 years of age *at the time of deployment* and be in



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apparent good health.

- k. Be able to relate and interact effectively and properly with members of the public.
- l. Be of good reputation and character.
- m. Be trained prior to deployment up to basic level as a minimum set forth in the training requirements section of this TOR.
- n. Must be a citizen of the country.

7. UPSS PROVIDER PERSONNEL-SPECIFIC RESPONSIBILITIES AND QUALIFICATIONS

7.1. The UPSS provider should provide the guarding services to all UN facilities and camps in the country including the Help Desks in Urban areas.

7.2. The UPSS provider shall provide proof of all below required qualifications and a list of all locations the staff worked in previously, and a list of all training the staff participated in.

7.3. UPSS provider's Representative

The Representative is an Employee of the UPSS provider, from previous experience, the UN recommends that the representative to be the Head of/ Manager of Operations at the UPSS company.

7.3.1. Responsibilities & Requirements

- Represent the UPSS service provider for all Operational and Administrative matters in relation to security guards' teams.
- Liaise and act as a focal point with UN personnel.
- Conduct at least 7 supervisory visits per week to spot-check guard and head guard performance, 2 of these visits must be conducted outside peak hours and 2 visits must be conducted during night hours.
- More visits can be conducted upon request.

7.3.2. Qualifications

- Minimum of a bachelor's degree or Diploma with 5 years' experience.
- Minimum of 6 years of security experience
- Must be able to speak and read English.
- Must be vetted by the Jordanian Police
- Must not have a criminal record/background.
- Should have military or police background.
- Must have proof of security guard training/completion records of courses attended.
- Previous experience working with UN is preferable.

7.4. Site Manager Requirements

Daily activities require the permanent presence of Site Manager(s) in Amman, Irbid, Mafraq and Azraq. Site Manager is an Employee of the UPSS provider who support the UPSS Representative at specific area of operations.

7.4.1. Responsibilities

- Reports to the UPSS provider's Representative and coordinates with the organization's Contract Officer on a day-to-day operational basis;
- Schedules work hours and days for guard personnel;
- Conducts inspections of guard posts to ensure all personnel meet the requirements



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of the contract.

- Documents, counsels and takes appropriate disciplinary action when required;
- Takes the lead in coordinating with other building security providers (where applicable, e.g., if the facility is located in a building shared with other tenants)
- Management of the overall administrative and managerial tasks for the guarding force at their respective area of responsibility.
- Perform random spot checks and ensure correction measures are in place
- Report to UPSS's service provider all admin / HR concerns, in addition to violations of conduct at the site, concerned to remain in copy of all communications.
- Arrange the quarterly performance appraisals for all staff at the site.
- Manage the duties of the security guards ensuring that all guards conduct their duties competently
- Manage the duty roster and schedules ensuring that the numbers of guards' report for duty each shift
- Liaise daily with the UN personnel.
- Report all incidents to the UN personnel as directed.
- Submit all required reports promptly and properly.

7.4.2. Qualifications

- Minimum education requirement is secondary school.
 - Minimum of 4 years of supervisory experience.
 - Minimum of 5 years of work experience as a security guard. (or in military /police service)
 - Good leadership skills and ability to exercise good judgment; and
 - Trained at a minimum to have/show proficiency/knowledge in self-defense, report writing, occupational safety, threat evaluation, emergency and bomb threat response, protection of information, responding to emergencies, fire prevention and protection, legal aspects of providing security services, and radio/telephone communications.
 - Must not have a criminal record/background.
 - Should have military or police background.
 - Must have proof of security guard training/completion records of courses attended.
 - Previous experience working with UN is preferable.
- a. Site Managers should be trained on:
- Use of radio communication assets
 - Handheld and walk through metal detectors.
 - Fire extinguisher and fire alarm system
 - First Aid
 - PSEA, UN Code of Conduct and UN mandate training certificate should be provided before the deployment (After tender is awarded).
 - Crowd control management.
- b. Site Managers should have experience with:
- Supervising guards' teams in a similar environment
 - Should have experience in security at level of diplomatic standards, embassy standards.



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- Suspect identification
- Firefighting response
- Recording systems
- Security awareness training for the guards
- Gender sensitivity and ethics
- Emergency response and building evacuation.
- Access control of visitors and vehicles

7.5. Supervisor

7.5.1. Responsibilities

- Manage the duties of the security guards ensuring that all guards conduct their duties competently.
- Manage the duty roster and schedules ensuring that the number of guards reported to duty in each shift.
- Liaise daily with Site Manager
- Report all incidents to UN personnel as directed.
- Submit all required reports promptly and properly.
- Ensure that the daily occurrence log is properly maintained.
- Ensure that the security procedures in facilities are properly implemented.
- Ensure the UN access control policies are properly always executed and adhered to.
- Ensure that the guards are always properly dressed while on duty and proper hygiene of all guards is maintained.
- Ensure that the guards report for duty on time and do not leave their duty until properly relieved.
- Responsible for all equipment provided for the guard force.

7.5.2. Qualifications

- Minimum of a secondary school education
 - Minimum of 2 years of supervisory experience
 - Minimum of 6 years of security experience
 - Must be able to speak and read English.
 - Must be vetted by the Jordanian Police
 - Must not have a criminal record/background.
 - Should have military or police background.
 - Must have proof of security guard training/ completion records of courses attended.
 - Previous experience working with UN is preferable.
- a. Supervisors should be trained on:
- Use of X-ray equipment, Bomb detectors etc.
 - Use of radio communication assets
 - Handheld and walk through metal detectors.
 - Fire extinguisher and fire alarm system
 - First Aid
 - PSEA, UN Code of Conduct and UN mandate training certificate should be provided before the deployment (After tender is awarded)
- b. Supervisors should have experience with:
- Supervising guards in a similar environment



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- Should have experience at security at level of diplomatic standards, embassy standards.
- Suspect identification
- Firefighting response
- Recording systems
- Security awareness training for the guards
- Gender sensitivity and ethics
- Emergency response and building evacuation.
- Access control of visitors and vehicles

7.6. Head Guard

7.6.1. Responsibilities

- Assist in the management of the duties of the security guards ensuring that all guards conduct their duties competently.
- Assist in the management of the duty roster and schedules ensuring that the numbers of guards' report for duty each shift
- Liaise daily with the Supervisor.
- Report all incidents to the Supervisor as directed.
- Submit all required reports promptly and properly.
- Ensure that the daily occurrence log is properly maintained.
- Ensure that the security procedures in facilities are properly implemented.
- Ensure the UN access control policies are properly executed and adhered to at all times.
- Ensure that the guards are always properly dressed while on duty and proper hygiene of all guards is maintained.
- Ensure that the guards report for duty on time and do not leave their duty until properly relieved.

7.6.2. Qualifications

a. Head Guards should be qualified with:

- Minimum of a secondary school education
- Minimum of 6 years of security experiences
- Must be able to speak basic English.
- Must be vetted by the Jordanian Police
- Must not have a criminal record/background.
- Should have military or police background.
- Must have proof of security guard training/completion records of courses attended.
- Previous experience working with UN is preferable.

b. Head Guard should be trained on:

- Use of X-ray equipment, Bomb detectors etc.
- Use of radio communication assets
- Handheld and walk through metal detectors.
- Fire extinguisher and fire alarm system
- First Aid
- PSEA, UN Code of Conduct and UN mandate training certificate should be provided before the deployment (After tender is awarded)



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- c. Head Guards should have experience with:
 - Supervising guards in a similar environment
 - Should have experience at security at level of diplomatic standards, embassy standards.
 - Suspect identification
 - Firefighting response
 - Recording systems
 - Security awareness training for the guards
 - Gender sensitivity and ethics
 - Emergency response and building evacuation
 - Access control of visitors and vehicles

7.7. Receptionist

7.7.1. Responsibilities

- Receive the visitors list and meeting details that are sent by UN staff to the reception
- Coordinate the visitors list with the main gate.
- Save electronic copy of the daily report and share it with the reception staff
- Receive the visitors and provide the required assistance
- Work as communication operator
- Coordinate with the staff to receive their courier
- Provide the guard's supervisor the attendance report on weekly basis
- Stamp on the tender offers that are brought by the supplier agents and guide them to insert their offer in the offers box by themselves.

7.7.2. Qualifications

- a. The receptionist should be qualified with:
 - Minimum of a bachelor's degree or Diploma with 3 years' experience.
 - Previous experience working with UN is preferable.
 - Must be able to speak, write and read English.
 - Must not have a criminal record/background.
 - Must provide the training list that the Receptionist has.
- b. The receptionist should be trained on the following subjects before deployment:
 - Use computer and Microsoft office.
 - Communication skills
 - Suspicious Package and how to handle.
 - How to handle bomb threats
 - Handheld and walk through metal detectors.
 - Fire extinguisher and fire alarm system
 - First Aid
 - PSEA, UN Code of Conduct and UN mandate training certificate should be provided before the deployment (After tender is awarded)
- c. The receptionist should have experience with:
 - Supervising guards in a similar environment
 - Should have experience at reception at level of diplomatic standards, embassy standards.
 - Suspect detecting and identifying
 - Firefighting response



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- Recording and reporting skills
- Security awareness
- Gender sensitivity and ethics
- Emergency response and building evacuation

7.8. CCTV Officer

7.8.1. Responsibilities

- Know the functions and procedures for the operation of all equipment at the post. Be familiar with the CCTV and its areas of visibility.
- Understand and know all zone alarms and associated access control point alarms.
- Constantly maintain surveillance of the compound via CCTV cameras and alarms, being alert to problems or disturbances.
- Refer to the building alarm system when an alarm is activated to determine the location of the activation.
- Ensure recording CCTV cameras are functioning and report any malfunctions to the Security office through the Shift Supervisor.
- On a monthly basis test the functionality of each access control point alarm, pan-and-tilt camera, fire alarm and PA system and report any malfunctions.
- Report immediately to the site manager or security personnel any matter affecting the CCTV system, including any breach or suspected breach of the procedures in place or confidentiality.
- Ensure the CCTV system\ room is only accessed by authorized people.

7.8.2. Qualifications

- a. The CCTV officer should be qualified with:
 - Minimum of a secondary school qualification, higher degree is preferable.
 - Minimum of 4 years' experience (2 with advanced security training/certificate)
 - Must be able to speak and read English.
 - Must be vetted by the Jordan Police
 - Must not have a criminal record/background.
 - Should have military or police background.
 - Must have proof of security guard training/completion records of courses attended
 - Must provide list of all training the guard has
 - Previous experience working with UN is preferable.
- b. The CCTV officer should be trained on:
 - Use of CCTV and peripherals. Report and Respond
 - Use of panic buttons. Report and Respond
 - Use of radio communication assets
 - Use of access reader system
 - Handheld and walk through metal detectors.
 - Fire extinguisher and fire alarm system
 - First Aid
 - PSEA, UN Code of Conduct and UN mandate training certificate should be provided before the deployment (After tender is awarded)
- c. The CCTV officer should have experience on:



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- supervising guards in a similar environment
- Suspect identification
- Surveillance detection
- Firefighting response
- Recording and reporting skills
- Gender sensitivity and ethics
- Emergency response and building evacuation.
- Access control of visitors and vehicles

7.9. Security Guard(s):

7.9.1. Responsibilities

- Report on time for duty and remain at duty post until properly relieved.
- Report for duty properly dressed in a clean and neat manner.
- Take proper care of all equipment provided for the execution of duties.
- Must ensure that the security procedures are properly executed
- Report all incidents to the Senior guard and security focal point
- Ensure that access control policies are properly executed and adhered to
- Be courteous and polite always to all staff and visitors.
- Must ensure that the emergency procedures are applied.
- To be fully active and mobile during the hours of duty. 24/7 responsibility
- Exercise due care in using all equipment.
- Properly always perform all security guard duties while on duty
- Report security breach immediately to the guard supervisor and prepare detailed report when necessary.
- Patrol for perimeter protection, detect, and report any security breach.
- Properly use any fire equipment as necessary
- Properly use radio equipment as required.

7.9.2. Qualifications

a. The Security Guard should be qualified with:

- Minimum of a secondary school qualification additional is beneficial.
- Minimum of 6 years' experience (4 with advanced security training/certificate)
- Previous experience working with UN is preferable.
- Should understand basic English.
- Must be vetted by the Jordan Police
- Must not have a criminal record/background
- Should have military or police background
- Must have proof of security guard training/completion records of courses attended
- Must provide list of all training the staff has

b. The Security Guard should be trained on:

- Use of X-ray equipment, Bomb detectors etc.
- Use of radio communication assets
- People & Vehicle search
- Handheld and walk through metal detectors
- Fire extinguisher and fire alarm system
- First Aid



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- PSEA, UN Code of Conduct and UN mandate training certificate should be provided before the deployment (After tender is awarded)
- c. The Security Guard should have experience on:
 - Should have experience at security at level of diplomatic standards, embassy standards.
 - Suspect identification
 - Firefighting response
 - Recording systems
 - Security awareness training for the guards.
 - Gender sensitivity and ethics
 - Emergency response and building evacuation.
 - Access control of visitors and vehicles
 - People & Vehicle search

UN personnel will make the final decision in choosing the security staff in their locations.

8. AD HOC, EMERGENCY AND OTHER SERVICES REQUIREMENTS

- 8.1. Ad Hoc Requirements:** The UPSS provider shall have the capability to provide additional guard coverage and specific tasks, during special events and emergency situations, i.e., Pandemics, to protect facilities, employees, property and guests, as requested by the Contract Officer.
- 8.2. Quick/Emergency Response Team:** The UPSS provider shall have the capability to provide a Quick/Rapid Response Team to respond to the activation of the linked panic/alarm system or call for emergency 24 hours per day, 7 days per week. The role of the response team will be limited to liaison presence, conducting preliminary observations, securing the site, and communicating the needs to the police and/or other emergency services when they arrive.

9. PRE-EMPLOYMENT SCREENING

- 9.1.** The UPSS provider shall investigate the reputation and character of each employee applying to work under this contract. The UPSS provider shall not assign personnel to this contract until the investigation is complete and the results determined to be favorable. Favorable, in this context, means that the applicant has no criminal record, there is no indication that the applicant has used illegal drugs or alcohol while working, personal references and former employers recommend the applicant for a position of trust and responsibility, and there are no other obvious disqualifying factors regarding the applicant's reputation and character. The UPSS provider shall maintain the results of the investigation during the life of the contract. The Contract Officer shall have the right to review all investigative results and records for personnel assigned or proposed for this contract. The investigation shall include, as a minimum, the following elements:
- a. A check of criminal files, as authorized by local law, at locations where the applicant has lived, worked or gone to school during the last seven years or up to the applicant's 18th birthday, whichever period is shorter;
 - b. An employment check going back five years or to the applicant's 18th birthday, whichever period is shorter;
 - c. Medically fit to work, and
 - d. A check of at least three personal references.

- 9.2.** The UPSS provider must maintain, at a minimum, the following documents in the personnel record of each employee assigned to work at the facility:
- Individual performance record;
 - Work application and supplemental data (copy of national identity card or other positive form of identification);
 - Background investigation information;
 - Individual training records; and
 - Photograph.
- 9.3.** The UPSS provider shall update the above documents on an annual basis or more frequently as more information becomes available. The information and supporting documents shall be made available upon the request of the Contract Officer.

10. PROFESSIONAL CONDUCT

- 10.1.** All UPSS personnel assigned to this contract shall maintain the highest standards of employee competency, conduct, cleanliness and integrity. Assignments shall be performed in accordance with prescribed guard orders to the best of each guard's ability and in accordance with safe workplace policies and practices.
- 10.2.** The UPSS provider shall remove any of its employees from buildings or properties upon determination that such employees are found to be unfit for the performance of security duties. The UN agency reserves the right to direct the removal of any UPSS employee determined to be in non-compliance with the qualifications and standards set forth in the TOR or for any other reason at the UN sole, exclusive and non-negotiable discretion. A determination of unfitness may be made from incidents involving violations of General, Post, Supervisory and Special Orders and immediately identifiable types of misconduct or delinquency, without limiting the foregoing right of the UN to have any UPSS employee removed for any reason.
- 10.3.** The UPSS provider shall administer disciplinary action, up to and including removal, for those employees who commit the following offences, omissions or derelictions of duties. All disciplinary actions will be reported to the Contract Officer. The following, but not limited to, may be considered as demonstrating unfit performance:
- Knowingly and/or willfully violating General, Post, Supervisory or Special Orders;
 - Failing to demonstrate courtesy and good manners toward employees, persons of concern, visitors, guests or the general public. (Not displaying a respectful and helpful attitude in all endeavors will be cause for removal from a post. Continued complaints shall be cause for removal from the contract.);
 - Unauthorized use of property, including telephones, communication equipment, security equipment, radios, credit cards or vehicles. The UPSS provider shall reimburse the for any loss, abuse or misuse of such property;
 - Leaving disturbing papers on desks and opening desk drawers or cabinets for any reason other than a bona fide security reason;
 - Falsifying, unlawfully concealing, removing, mutilating or destroying any official documents or records;
 - Concealing material facts by willful omission from official documents or records;
 - Disclosing proprietary information or making any unauthorized news or press releases regarding the personnel or operations;
 - Disclosing duty assignment(s), particularly manpower, security precautions or procedures,



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- except to persons authorized to have such knowledge or as approved by the Contract Officer;
- i. Neglecting duties by sleeping while on duty, failing to devote full time and attention to assigned duties and unreasonably delaying or failing to carry out assigned tasks.
 - j. Conducting personal affairs during duty hours and refusing to render assistance or cooperate in upholding the integrity of the security program;
 - k. Willfully violating security procedures or policies, including but not limited to UN PSEA, UN Code of Conduct, SGVB and other specific security directives.
 - l. Abandoning post prior to proper relief;
 - m. Displaying disorderly or immoral conduct, e.g., using abusive or offensive language, quarreling, intimidating by words or actions, fighting or otherwise participating in disruptive activities;
 - n. Gambling or unlawfully wagering or promoting gambling in any building or on UN property;
 - o. Carrying a firearm, pepper spray or any other weapon on their person, without explicit approval of the Contract Officer, while on UN property, even though such carriage may be legal in the jurisdiction where assigned;
 - p. Using issued identification improperly;
 - q. Knowingly giving false or misleading statements or concealing material facts in connection with reports or records relating to investigative proceedings;
 - r. Knowingly making false statement(s) about other contract employees, UN employees or the general public;
 - s. Involvement in any form of discrimination or sexual harassment of other contract employees, employees, visitors or members of the public while on UN property;
 - t. Failing or delaying (without justifiable cause) to carry out a proper order of a supervisor or other official having authority to give such orders;
 - u. Eating, smoking or drinking while on post, or taking breaks in any location except those designated as authorized break areas;
 - v. Using or selling intoxicants, illicit drugs or controlled substances while on duty or consuming alcoholic beverages eight hours prior to entering duty. An employee who has reason to believe that the person reporting as relief is intoxicated, under the influence of intoxicating drugs or of impaired effectiveness from having used intoxicating drugs, shall decline to be relieved and shall immediately notify the UN agency and the UPSS provider. Accepting relief by an individual known or suspected to be under the influence of alcohol or drugs shall require the UPSS provider to suspend and/or remove both employees from the contract;
 - w. Vandalizing or intentionally damaging property through direct action or negligence.
 - x. Failure to cooperate with the UN personnel or UPSS provider authorized investigation.
 - y. Excessive absenteeism or tardiness; or
 - z. Soliciting or collecting monetary contributions during work time. (Buying or facilitating a transaction of NFIs from refugees, other staff or contractors. Similarly, purchasing items on behalf of a refugee which could be viewed as smuggling items).

11. UNIFORMS

- 11.1.** All UPSS personnel assigned as security guards to buildings and properties shall wear properly fitted uniforms when on duty. Uniforms should clearly display the rank of the guards according to their level and responsibilities. The term “Security Personnel” refers to all UPSS security personnel, including uniformed and non-uniformed guards and supervisory personnel.

- 11.2.** The UPSS provider shall ensure that security guards possess a sufficient number of uniforms so as to result in a professional appearance at all times. Minimum of Two Summer uniforms and Two Winter Uniforms (see Annex A1, Ser # 4 and 5), in addition to replacement uniforms for damaged or torn attire(s).
- 11.3.** Violations of these provisions shall be reported to the UPSS provider for remedial action. The UN agency has the right to select type of uniform and the material.

12. TRAINING

- 12.1.** The UPSS provider shall provide initial training and orientation to all security personnel prior to their assignment to any building or property.
- 12.2.** UPSS personnel shall be sufficiently trained, both prior to any deployment and on an ongoing basis, to respect relevant national laws of the country, international humanitarian law and human rights law and to establish goals to facilitate uniformity and standardization of training requirements.
- 12.3.** Training could include general and task and context-specific topics, preparing personnel for performance under a specific contract and in a specific environment, including:
 - Rules on the use of force including restraints and detainment authorities and limitations.
 - a. International humanitarian law and human rights law as well as applicable host country laws;
 - b. Handling complaints by the civilian population, in particular by transmitting them to the appropriate authority.
 - c. Measures against bribery, corruption and other crimes.
 - d. United Nations Standards of Conduct for the International Civil Service and the zero-tolerance policy on sexual exploitation and abuse.
 - e. Code of Conduct and PSEA.
 - f. Religious, gender and cultural issues and respect all populations and ethnicities.
- 12.4.** The UPSS provider shall provide initial and periodic in-service training for security personnel to be agreed upon between the Contract Officer and the UPSS provider. The content and duration of such training shall also be determined between the parties. The UPSS provider will record and document all training. The Contract Officer shall be permitted to review all training records pertaining to this contract. The training period cannot be less than two days a year per employee. The UPSS provider shall include initial and recurring training and familiarization for the subjects listed below for all personnel assigned to this contract.
 - a. Access control policies and procedures, e.g., the building pass system, visitor control procedures, crowd control procedures, escort procedures, employee ingress/egress, after-hours access and vehicle access.
 - b. Identity checks – what constitutes valid identity, spotting false identity cards, etc.;
 - c. Basic search techniques – including those for pedestrians, vehicles and packages;
 - d. Conduct of perimeter patrols;
 - e. Actions to take when approaching a suspicious person(s);
 - f. Actions to take when there is a belligerent visitor.
 - g. Emergency response and evacuation procedures.
 - h. Routine and emergency communications procedures.
 - i. Police and fire liaison.
 - j. Cardiopulmonary Resuscitation (CPR);
 - k. Basic first aid instruction.



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- l. Civil and criminal liability issues.
- m. Use of force and limitations, including citizens' apprehension⁸ authorities.
- n. Legal authorities and limitations.
- o. Professional behavior and public relations.
- p. Communication, e.g., verbal, written and telephonic.
- q. Radio protocol, procedures and discipline;
- r. General, Post and Special Orders and other directives;
- s. Handling of bomb threats and building evacuation procedures;
- t. Safeguarding proprietary information;
- u. Found property procedures;
- v. Basic report writing;
- w. Observation techniques, to include basic counter-hostile surveillance;
- x. Guard force supervision;
- y. Supervision and approval of reports;
- z. Incident investigations and reports;
- aa. Standards for uniforms, personal dress and bearing;
- bb. Post inspection procedures;
- cc. Employee motivation;
- dd. Fundamentals of intrusion alarm systems, CCTV, recorders and manual or electronic guard monitoring equipment;
- ee. Fundamentals of X-ray machine operations and any other security and fire devices and equipment that the guard may be responsible for operating or carrying; and
- ff. Operation and use of fire extinguishers and other fire suppression equipment located on properties.
- gg. UN code of conduct

13. EMERGENCY DRILLS

- 13.1.** The UPSS provider shall conduct periodic drills and critiques of guard performance to assure an acceptable level of training by security personnel for responses to various emergencies such as intruders, mob violence, bomb threats, medical events, natural disasters and evacuations. These drills should be coordinated with the Contract Officer to ensure minimum disruption to operations.
- 13.2.** The UPSS provider shall ensure that all employees maintain the required state of readiness to respond to these drills and to actual emergencies.
- 13.3.** The UPSS provider shall conduct such drills at least each quarter or more frequently, if directed. The UPSS provider shall conduct some of these drills during hours of darkness.
- 13.4.** The UPSS provider shall provide all necessary training materials, classrooms, instructors, and training aids to support initial and recurring training of security personnel working under this contract.
- 13.5.** The UPSS provider shall document the nature, scope and results of all drills and provide such records to the Contract Officer upon completion.
- 13.6.** The UN agency may provide post specific training for UPSS staff, as deemed appropriate. Post specific training shall not be separately invoiced.

14. CONTRACT MANAGEMENT AND TRANSITION

- 14.1.** The UPSS provider shall designate a UPSS provider's Representative as the focal contact person on all matters relating to this contract.
- 14.2.** The UPSS provider's recruitment, hiring and deployment of personnel will be in accordance with applicable rules, regulations and laws and the contract.
- 14.3.** The UPSS provider shall within five working days from the date of the contract award, provide the Program Management Plan. The Plan shall, at a minimum, set forth the names, assignments and duties of all personnel at the supervisor level and above; tentative schedules for recruiting and training of personnel; schedules and format for monthly and other reporting requirements; and timekeeping, billing and accounting procedures. This Plan shall become effective when approved by the UN agency in its sole discretion.
- 14.4.** The UPSS provider shall maintain an ongoing incentive program (human resources policy, benefit package, etc.) to better recruit candidates, deter attrition and promote stability in the work force.
- 14.5.** A copy of all General, Post and Special Orders shall be given to the UPSS provider and copies of the Post Orders will be maintained at each post. The UPSS provider shall maintain and update all Orders as necessary.

15. QUALITY ASSURANCE PROGRAM

- 15.1.** The UPSS provider shall assure through a Quality Assurance Program that all personnel assigned to this contract are proficient in the contract requirements, General, Post, Supervisory and Special Orders and other directives, as applicable.
- 15.2.** Each UPSS employee shall "sign-in" on the post log when reporting for duty and "sign-out" when leaving at the end of the work shift.
- 15.3.** The UPSS provider shall obtain and maintain all licenses and permits that may be required by any jurisdictions where it is required to operate under this contract, and it shall meet all applicable laws, rules and regulations.
- 15.4.** All substitute security personnel assigned to buildings and properties shall be at least equal in qualifications and training to regularly assigned personnel, as specified in this TOR. The UPSS provider shall not assign personnel who have not completed a favorable background investigation.
- 15.5.** The UPSS's supervisory personnel, including the Security Supervisor, shall inspect each identified guard post at least twice every eight hours to confirm that the post is properly staffed and that the guards are complying with General, Post, and Special Orders. The UPSS provider shall document each inspection to include the identity of the post, identity of the guard or guards, the date and time of the inspection and any irregularities. Serious infractions and security-related incidents shall be reported immediately by the UPSS provider to the Contract Officer. The Contract Officer shall be permitted to review these inspection records for completeness and accuracy upon request.
- 15.6.** The UPSS provider shall ensure that all guards assigned to this contract will be relieved for breaks necessary for rest, meals and personal hygiene.
- 15.7.** This contract is a key element of the Security Risk Management process and demands that the UPSS provider comply fully with the contract terms and conditions.
- 15.8.** The UPSS provider shall use the attached KPIs (Annex A3) to assist in monitoring and documenting performance. The UPSS provider shall have an appraisal system for the guards (Performance

Evaluation Forms) which shall be reviewed every three months, 4 times a year, and based on that the company general evaluation (Service Evaluation Form) can be produced every six months, twice a year. Coordinate with all locations for records and consistency of service delivery.

16. ORIENTATION MEETING

16.1. The Contract Officer will provide orientation to the UPSS provider on matters unique to properties and operations and necessary for UPSS performance. Orientation will be followed by a review of properties, including buildings and posts to be covered by the contract. During orientation, the Contract Officer will provide the UPSS provider with the following documentation and/or information to facilitate the implementation of the guard contract:

- a. Instructions and directives for operating security equipment, if any, furnished under the List of Furnished Property herein;
- b. Instructions pertaining to the location of installed security control equipment and systems, and instructions pertaining to the operation and location of utility cut-off valves, electrical switches, security controls, light switches, generator controls and other equipment, as necessary.
- c. The locations and hours of guard posts as well as the expected duties of assigned security personnel consistent with the TOR.
- d. Specific policies and procedures for responding to emergency alarms, bomb threats, suspected incendiary devices and other potential threats and hazards; and
- e. Locations of any assembly sites used by UN personnel in the event of an emergency or evacuation situation. The Contract Officer will outline the roles and responsibilities of the security guards in this effort, as appropriate.

17. POST ORIENTATION MEETING

17.1. Within five working days following the above orientation, the parties will meet to exchange information and documents, arrange for the transfer of equipment, establish the schedule for the assumption of security duties and clarify any outstanding issues. The UPSS provider shall provide proof of insurance at this time.

18. LIST OF UPSS PROVIDER FURNISHED PROPERTY

18.1. The following list of UPSS provider furnished security equipment and supplies are considered minimum requirements.

- a. Communications Equipment – The UPSS provider shall furnish all communications equipment required for the performance of this contract. Such equipment includes base stations, hand-held units, cellular telephones and related items that may be required for communication with the UPSS provider's operations center by the Security Manager, Security Supervisor and guards assigned to the Communications Center. Maintenance and repair of all such communications equipment will be the responsibility of the UPSS provider. The UPSS provider shall be responsible for obtaining and maintaining any permits or authorizations necessary to operate such equipment and as required by law or regulation.
- b. Miscellaneous Equipment – Security Hand Metal Detector, flashlights, batteries, air horns, whistles, batons and other miscellaneous security items required under this contract.
- c. Direct Phone/Alarm Line (via radio transmitter preferred) with the main security center of the UPSS provider.



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- d. A full set of uniforms protective rain warm clothing
- e. All Guards must carry the company recognized ID card.
- f. Cleaning and maintaining all uniforms and equipment - is the responsibility of the UPSS provider to ensure proper cleaning and maintenance.

19. LIST OF FURNISHED PROPERTY (NONEXHAUSTIVE)

19.1. The U agency shall provide the following equipment or materials:

- a. Copies of relevant security policies and practices; and
- b. For security guard positions located at the main entrance to the facility:
 - Closed circuit television system monitors.
 - System for transmitting technical and intrusion alarms.
 - An intercommunication system
 - Communication with receptionists via telephone
 - Area containing a telephone that is for the exclusive shared use of security personnel

20. ADJUSTMENT OF POST/POSITIONS

20.1. The UN agency reserves the right to require adjustments to the number of posts/positions in accordance with its security requirements. In such a case, any modifications needed to the Guard Schedule and any adjustments that affect the Price Schedule will require a contract modification.

21. BILLING AND PAYMENT TERMS

21.1. The UPSS provider shall submit monthly invoices no earlier than the 1st day of each month and no later than the 5th day of each month for the services rendered in the preceding month. The process payments within 30 days of receipt of a correct invoice and approval by the Contract Officer.

21.2. Under exceptional cases, i.e., lockdown for safety or security reasons, the monthly invoices could be submitted earlier and electronically.

ANNEX A to Terms of Reference:

GUARD INSTRUCTIONS GENERAL ORDERS

1. PURPOSE:

- 1.1. General Orders: General Orders for the guard force provide directions and instructions of general application to all members of the guard force at all posts. Each member of the guard force is responsible for being fully familiar with and responsive to the General and Site-Specific Post Orders. These orders will not be modified or revised without the written authority of the Contract Officer.
- 1.2. Failure to comply with any General Order will result in the permanent removal from the contract of the delinquent guard.

2. MISSION:

- 2.1 The primary mission of the guard force is to provide protection for personnel and protect facilities and equipment from damage or loss due to a malicious act. The guards act as an outer screen of protection and early warning signal. The guard force will carry out specific actions as described in these orders and individual Site-Specific Post Orders in case of an emergency.

3. MANNER OF PERFORMANCE OF DUTY AND UNIFORM:

- 3.1 Guard personnel will be firm yet courteous, efficient and tactful at all times while in the performance of their duties. They will never engage in arguments with any person and will refer disagreements and misunderstandings to their Supervisor and the Contract Officer. They must read, fully understand and comply with all General and Site-Specific Post Orders.
- 3.2 Guard personnel will, at all times, maintain a neat and clean appearance and, while on duty, be fully dressed in the prescribed guard uniform and equipment. Uniforms must be neat and serviceable, without rips, tears, patches, holes or other discrepancies. Assigned equipment shall be presentable and functioning. Guards will maintain their post in a neat and tidy manner. The guards and post will remain subject to inspection by the Contract Officer at any time.
- 3.3 The guards must not participate in or support any activities which would be disruptive to the performance of their duties or would decrease the efficiency of the guard force operation.
- 3.4 Guard personnel will perform only those security duties identified by the guard UPSS provider and the Contract Officer. Guards will not perform any other non-security related or unauthorized functions during duty hours or acts which distract the guard from his/her intended purpose.
- 3.5 Where appropriate, guards will maintain, in a neat, orderly and legible fashion, all logbooks, ledgers, record books, incident reports or any other written record of duties performed or of any security event.
- 3.6 Guard personnel will not offer or divulge any information about UN operations or personnel to anyone, including any Government of Country authorities. Guards will report immediately to their Supervisor and the Contract Officer after any attempt by individuals to solicit

information regarding UN personnel or facilities. Reports will be given verbally and through official incident reports.

- 3.7 The relief guard will take complete charge of duties from the guard being relieved, including the post logbooks and all other equipment maintained at the post. Guards will not abandon their post until properly relieved.
- 3.8 Guards will brief and pass on any special instructions to their relief guard concerning outstanding or significant events that occurred during the previous shift.
- 3.9 Guards will be alert to their surroundings and immediately report to their supervisor any suspicious activity, which may be vehicles or individuals acting in a suspicious manner.
- 3.10 Guard personnel will control access to UN facilities and properties, protect life, maintain order and resist criminal attacks against mission personnel, visitors, dependents and property. In addition, guards will, as outlined in Site Specific Post Orders, resist any other form of violent attacks, including terrorist attacks, against the same all, in accordance with policies.
- 3.11 Guard personnel will intercept, identify and make the proper log of entries for visitors and other appropriate persons to facilities. Further, guards will conduct inspections of persons, property and vehicles; confiscate unauthorized items; and issue appropriate access control grounds passes according to established policies. Prohibited items (including explosive devices, flammable liquids, firearms and edged weapons) are never allowed without express approval from the Contract Officer Representative.
- 3.12 Guards will ensure that only authorized persons displaying a valid form of identification and legitimate visitors enter the area they are assigned to protect. Guards will not hesitate to challenge persons who do not have proper identification or who attempt to avoid specified access control procedures or policies.
- 3.13 Guard personnel will conduct periodic, non-routine inspections of their area of responsibility and immediately report any unusual incidents or circumstances, or emergency situation to their Supervisor and the Contract Officer.
- 3.14 Guards will not leave their assigned post until a relief guard properly relieves them.
- 3.15 Guard personnel will maintain a high standard of professionalism while on duty. Guards will be polite and courteous in the performance of their duties. They will not use abusive language, be late for work or be inattentive. Guard personnel will not act in any manner detrimental to the reputation of their company or the UN.
- 3.16 Guard personnel at the facilities must be able to demonstrate a working knowledge of the UN emergency action plans (fire, bomb, intruder, etc.). Basic training in emergency action response will be the responsibility of the UPSS provider.
- 3.17 Guard personnel will comply with all orders or instructions given to them by their supervisors and the Contract Officer.
- 3.18 Guards will not abuse their authority for personal or monetary gain.
- 3.19 Guard personnel will not gamble or engage in any illegal activity while on duty or in uniform.
- 3.20 Off-duty guards shall not loiter or be present at any post outside their regularly scheduled shift hours.
- 3.21 Guard personnel will not provide information about UN personnel or facilities to anyone without the specific approval of the Contract Officer.

4. GUARD CONDUCT:

GENERAL AND SITE-SPECIFIC POST ORDERS. The guards will follow the General Orders and the Site-Specific Post Orders for each guard post.

REPORT FOR WORK. Guard personnel will be punctual in reporting for duty at the start of each shift. Oncoming guards will report to their posts on time and prepared to assume duties at their assigned posts.

HONESTY. The guards will not remove any item from an office, room, residence or facility, except under the direction of his or her supervisor or the Contract Officer.

PROPER USE OF OFFICIAL TIME. Guards will always remain alert and vigilant. They will not nap or sleep, engage in personal conversations in person or on the telephone, read newspapers, watch TV, listen to the radio or attend to any other personal business during duty hours while on post. Engaging in any of these activities may be cause for immediate dismissal.

RESPONSIBILITY FOR ASSIGNED UNIFORMS AND EQUIPMENT. Guards are responsible for the uniforms and equipment assigned to them and for property in their custody. The guards will wear clean, neat and complete uniforms while on duty. Any discrepancies will be subject to corrective action by the Contract Officer.

SUPPORT OF THE UN AND HOST GOVERNMENT RELATIONS. The guards must not become involved in activities which would prompt public criticism or cause discredit or interference with the UN or host Government relations.

PERSONAL ACTIVITY ON POST. Guards will not engage in any unofficial business on post (i.e., soliciting, canvassing, peddling, sales promotion of a commercial item, loan money for interest, etc.). Any discrepancies will be subject to corrective action by the Contract Officer and cause for immediate dismissal.

SEXUAL HARASSMENT. Guard personnel will not engage in any conversation or activity which may be interpreted as sexual harassment against members of the same or opposite sex.

COUNTERMANDING OF ORDERS. Any countermanding of orders by anyone other than the Contract Officer or his designated representatives must be reported to a Supervisor and the Contract Officer.

GUARD POST LOGS. Guards will maintain the post log upon assuming duty, during the time assigned and at the time of relief as prescribed in the General Orders.

INCIDENT REPORTS. Guards will immediately prepare an incident report after observing a security incident and forward the report to the Contract Officer or his designee. The incident report is given to the Supervisor during post inspection. Report any possible security incident and anything requested by the Contract Officer.

REPORT TO THE CONTRACT OFFICER. Guards will report immediately to the Contract Officer, through the supervisor, any attempt to elicit information regarding the UN or its personnel.

SURVEILLANCE DETECTION. Guards will be aware of surveillance attempts directed at facilities and personnel. Information regarding surveillance will be entered in the logbook and an incident report will be prepared. The Supervisor and the Contract Officer will be notified immediately.

5. ALCOHOLIC BEVERAGES, NARCOTICS AND DANGEROUS DRUGS:

5.1 The drinking of intoxicating beverages on duty or eight hours prior to assuming duty by guard personnel is prohibited. Any guard who is incapacitated or who has consumed alcoholic beverages during this period will not be posted on duty. Guards will not drink alcoholic beverages on duty, off duty while in uniform or in the environs of facilities.

- 5.2 Relief by an intoxicated person is prohibited. Guards will not allow themselves to be relieved and will immediately notify their supervisor if a guard has reason to believe that their relief is intoxicated.
- 5.3 The use of controlled substances, such as narcotics or dangerous drugs (e.g., marijuana, hashish, etc.), at any time by members of the guard force is strictly prohibited. Any guard who is observed using or is in possession of any controlled substance shall be removed from the contract immediately.
- 5.4 When a guard is required to take medication on the order of his/her physician, the guard supervisor must be notified. If it is determined that such medication may adversely affect the guard's ability to perform his/her duties, the guard will be prohibited from being assigned to a post.

6. ROLL CALL TRAINING:

- 6.1 Roll call training will be conducted for 10-20 minutes when guards report for duty. The training should emphasize retention of learned skills and should pass on relevant information for the performance of duty that day. The UPSS provider is responsible for ensuring that this training occurs.

7. POST LOGS:

- 7.1 Each guard post has a post log, provided by the UPSS provider. Post logs provide specific instructions relating to the guard service to be provided at the guard post. It is the responsibility of each guard assigned to maintain the post log in the following manner.
 - 7.1.1 Upon assuming duty, the guard must enter the time, date and his/her name.
 - 7.1.2 Upon assuming duties at a post, the relief guard will inspect the post to ensure that all guard equipment and supplies are present and that all guard/security equipment is in good working condition. Such equipment may include telephones, radios, flashlights, vehicle inspection mirrors, hand-held metal detectors (HHMD), walk-through metal detectors (WTMDs), CCTV monitors and anti-ram vehicle barriers. Any malfunctioning or broken security equipment will be noted in the post log and will be reported to a supervisor immediately and an incident report prepared.
 - 7.1.3 During the time assigned to the post, the guard is required to note the time and make an entry regarding any event considered to be of a security nature. For example: an attempt to enter the facility or destroy property or direct attacks by force on the guard post or guard personnel.
 - 7.1.4 Where any security event occurs, guards must:
 - a. Notify the Supervisor and others as instructed in the Post Orders;
 - b. Take appropriate emergency or reactive countermeasures;
 - c. Make the appropriate entry in the post log;
 - d. Prepare an incident report;
 - e. Report orally to the Supervisor at the time of the next post inspection and provide him/her with the incident report.
 - 7.1.5 During the time assigned to the post, when the Supervisor provides specific instructions for the guard, such instructions are to be entered in the log indicating the time the orders were received.
 - 7.1.6 If, at any time, a guard is relieved on post for any reason, the guard assigned as relief must enter the time, his/her name and the reason for the relief.
 - 7.1.7 At the end of assigned tours of duty, guards must initial the log, assuring that all entries have been made properly during their period of assignment.

7.1.8 Guards will not falsify or unlawfully conceal, remove, mutilate or destroy any official documents, such as post logs or incident reports. Any discrepancies will be subject to corrective action by the Contract Officer and cause for immediate removal from the contract.

8. RESPONSIBILITIES OF THE SHIFT SUPERVISOR:

8.1 The Shift Supervisor/Supervisor is responsible for assuring the post logs are properly maintained and that all appropriate entries are made in accordance with the foregoing instructions. When the Shift Supervisor/Supervisor visits a guard, the following steps must be taken:

8.1.1 Inspect the guard post.

8.1.2 Examine the post log.

8.1.3 Enter the time; and

8.1.4 Sign the log attesting that the inspection was carried out, annotating any deficiencies and corrective actions to be taken.

9. OFFICIAL INCIDENT REPORT:

9.1 An incident report will be prepared in all cases where an incident arises which is not of a routine nature. The report will be available to the Contract Officer within 24 hours or the morning of the next business day, whichever is sooner, after the incident.

9.2 An incident report will be prepared as a supplemental report to the required entries in the post log. In no case will they be used in lieu of an entry in the post log.

9.3 It is important that all available information be recorded. Frequently, this is the sole source of information on which a more complete investigation can be based. Accuracy is of prime importance in all cases. Where feasible, guard personnel shall obtain and note the full name, complete date of birth and contact information of any personnel (except UN personnel, guard company or police) referred to in an incident report.

9.4 When it appears that immediate action is required concerning any incident that arises, the guard supervisor, the guard on duty and the Contract Officer will be notified at once.

10. IDENTIFICATION OF PERSONS:

10.1 All UN personnel are required to show proper identification or authorization before being permitted to enter the facility or perimeter environs.

10.2 All visitors must have approved access to the UN compound and be issued visitor badges – these can either be approved by the Contract Officer or UN personnel. Proper identification from the visitor is required to receive a UN visitor ID badge.

10.3 The process will follow the specific procedures established by the UN for the facility.

11. TELEPHONE AND RADIO COMMUNICATION:

11.1 Any guard who is on duty and handling official telephone calls or inquires will be courteous and polite and assist the caller if possible. All official information calls and inquires will be referred to the proper person or the Contract Officer.

11.2 Request from host Government law enforcement agencies concerning personnel will be referred to the Contract Officer. UPSS personnel are not to release any information on UN personnel.



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- 11.3 If persons other than UN employees request telephone numbers, the guard will take the caller's name and telephone number and advise the caller that the employee will call the individual back (i.e., to the caller's office or home phone number). If further information is requested, the caller will be referred to the Contract Officer.
- 11.4 The telephones located at guard posts and radios issued to the guards or the guard posts will be used for official business only.

12. REMOVAL OF UN PROPERTY:

- 12.1 The guards will be observant of all employees or visitors departing the premises to prevent unauthorized removal of any property. Guards will investigate the removal of property from the facility in strict accordance with the procedures established for that facility.

13. SAFEGUARDING OFFICIAL INFORMATION, RECORDS AND DOCUMENTS:

- 13.1 The guards must not disclose official information, records and documents to unauthorized personnel. Guards will neither discuss the nature of their duties nor repeat to others what they may have seen or heard while on duty, except as necessary to conduct their duties. Guards will provide correct and valid information and documents acquired in connection with their duties only to their immediate supervisors or the Contract Officer or his designee. Should unauthorized personnel question guards as to their duties, the guard will immediately bring the matter to the attention of the Contract Officer or designee through the Guard Supervisor.

14. THE USE OF FORCE:

- 14.1 The use of force is defined as the physical application of violence upon or against a person in any way.
- 14.2 Only the minimum use of force necessary for the restoration of order is authorized and within UN use of force policy.

15. APPREHENSION OF INDIVIDUALS

- 15.1 Guards shall not take or hold any persons except when apprehending persons to defend themselves or others against an imminent threat of violence, or following an attack or crime committed by such persons against UN personnel, guests or property under their protection, pending the handover of such detained persons to the competent authority at the earliest opportunity. Any such apprehension must be consistent with applicable national or international law and be reported to the UN without delay.
- 15.2 Guards shall treat all apprehended persons humanely and, in a manner, consistent with their status and protections under applicable human rights law or international humanitarian law, including, in particular, prohibitions on torture or other cruel, inhuman or degrading treatment or punishment.

16. FIRE PREVENTION AND REPORTING:

- 16.1 Guards should frequently review the General and Site-Specific Post Orders in the event of an emergency. It is important that only correct and prescribed procedures are followed in order to minimize the emergency. More specific instructions concerning emergencies for each guard post are in the Post Orders.



16.1.1 General. The objectives of fire prevention and reporting, in the order of importance, are to:

- a. Report it immediately and request assistance. Inform the Guard Supervisor or activate the fire alarm prior to attempting to extinguish the fire.
- b. Inform individuals in the immediate vicinity of the fire and order them to vacate the area immediately.
- c. Prevent the loss of life and property in case a fire should spread.
- d. Confine the fire to its place of origin; and/or
- e. Secure all elevators, return to the ground floor and throw “Emergency Stop” switches within the elevators.

16.1.2 Preventive Measures:

- a. Proper fire prevention measures, coupled with common sense, will prevent most fires from starting. It is imperative that guards are constantly on the lookout for fire hazards, particularly in waste cans and electrical equipment. Overloaded electrical outlets are among the leading causes of fire. Whenever a fire hazard is discovered, it will be immediately reported to the Guard Supervisor and the Contract Officer or designee. Appropriate entries are to be made in the post log and an incident report will be prepared.
- b. Guards must know where the various types of fire extinguishers are located, particularly those nearest to the guard's assigned post, and which is appropriate for the type of fire being fought.

16.1.3 Know Whom to Contact. The following contacts will be made available in case of a fire:

- a. Fire Department (within the United Nations and/or local)
- b. The Guard Supervisor and the Contract Officer through the Supervisor.

16.1.4 Sounding the Alarm. The first thing the guard(s) must do is to sound the fire alarm if a fire is discovered. Any person available may be instructed to sound the alarm while the guards carry out the instructions set forth in the preceding paragraphs.

16.2 ALL GUARDS WILL READ AND MUST HAVE FULL KNOWLEDGE OF THE FIRE PLAN.

17. BOMBS, INCENDIARY DEVICES AND FIREARMS:

17.1 If a bomb or incendiary device, or what may have the appearance of a bomb or incendiary device, is discovered, the guard(s) should immediately clear the area (i.e., cordon off the area) and notify the Guard Supervisor and the Contract Officer through the Supervisor. Use a land-line telephone or runner to notify the supervisor—do not use the radio or a cellular telephone.

17.2 Under no circumstances should guards touch or in any way disturb suspicious articles or packages. **DO NOT TOUCH** or move any item suspected to be a bomb or incendiary device. Guard(s) should stand by (at a safe distance from the item) to prevent it from being touched or disturbed by other persons. Employees working in the area where a suspicious article or package is located should be evacuated until the cause of the danger is removed. The general rule to follow is to clear the immediate area and call the appropriate authorities.

17.3 Explosive disposal assistance can be obtained by calling the Contract Officer or designee.

17.4 If a guard(s) receives a bomb threat, the guard will try to determine where the bomb is located, when the bomb is set to detonate, what it looks like, who placed the bomb and why the bomb was



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placed. The most important information is when the bomb is set to detonate and where the bomb is located. Guards must use the bomb threat reporting form as guidance. Other information like the description of the voice and the background noise is important for the guard to determine. This information will be reported in the post log and an incident report will be prepared. After the guard obtains as much information as possible regarding the threat, the guard should immediately contact the Guard Supervisor and the Contract Officer or his designee through the Supervisor.

17.5 Should a bomb explode on or near the guard post, keep the area clear of people.

REMEMBER, DURING THE CONFUSION OF A BOMB BLAST, THE GUARDS MUST STILL PROVIDE SECURITY FOR THE FACILITY AND EMPLOYEES OR OTHER PEOPLE IN THE AREA.

17.6 The guards will not allow anyone to enter official facilities who has an open or concealed firearm, knife, explosive or any other type of weapon in his/her possession except for authorized personnel. The guards will be especially watchful for attempted entry of firearms or explosives under cover. In the event that such devices are detected, the guard will immediately report it to the Supervisor on duty and the Contract Officer through the Supervisor.

18. CHEMICAL/BIOLOGICAL ATTACK AWARENESS AND COUNTERMEASURES:

18.1 All guard personnel shall stay alert for indications of chemical/biological attack or agent, which could include the following:

- a. Unexplained dead or dying animals in the area.
- b. Unusual liquid sprays or vapor or suspicious devices.
- c. Unexplained droplets or oily film on surfaces.
- d. Unexplained odors or low flying clouds/fog unrelated to weather, some of which would be similar in scent to bitter almonds, peach kernels, newly mown hay or green grass.
- e. A large number of strange insects or vermin not typical for the time of day or year.
- f. Individuals displaying symptoms of nausea, difficulty breathing, convulsions, disorientation or patterns of illness inconsistent with natural disease, unexplained blisters or rashes or sudden difficulty in seeing, especially dimness of vision while in broad daylight; and/or
- g. Unexplained casualties.

18.2 If any of the conditions identified above is discovered, the guard(s) must immediately clear the area and notify the Guard Supervisor and the Contract Officer or his designee through the Supervisor.

19. QUESTIONS

19.1 Refer any questions concerning General Orders or Site-Specific Post Orders to the Shift Supervisor. Further clarification may be obtained from the Contract Officer.

ANNEX A1:
Required Personnel – Positions and Posts Guarding Service

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No.	Office	Title	Staff/Post	Total Posts	Guards Total Number	Days/Week	Hours/Day	Time	Location
1	Azraq C.	Security Head Guard	3	1	3	7	24	24hrs	Shelter Allocation
2	Azraq C.	Security Guard (F) + (M)	1	2	2	5	8	0800-1600	1 Protection / 1 Base Camp
3	Azraq C.	Security Guard	3	20	60	7	24hrs	24hrs	3 Base camp /3 warehouse/ 3 Civil Defense / 2 protection/ 2 Shelter Allocation/ 4 Public Area /1 CCTV / 2 EJC
4	Azraq C.	Security Guard (F)	1	1	1	5	8	0800-1600	Shelter Allocation
5	Azraq C.	Site Manager	1	1	1	5	10	0600-1600	Site Manager
6	Azraq C.	Supervisor	3	1	3	7	24hrs	24hrs	Base camp, Reception, warehouse
7	Azraq C.	Vehicle including the fuel	1	1	1	7	24hrs	24hrs	To be used by Supervisors
8	Irbid RC.	Security Head Guard	2	1	2	7	24hrs	24hrs	Entrance and Perimeter
9	Irbid RC.	Security Guard	2	3	4	7	24hrs	24hrs	Mobile (North gate, Building Perimeter, Registration area)
10	Irbid RC.	Security Guard (F)	1	3	3	5	8	0700-1500	Staff Main Gate, Rub Halls, Main Refugees Gate
11	Irbid RC.	Security Guard	1	7	7	5	8	0700-1500	Main Rub Hall, Park and queuing lines, Fixed Locations, 2 x South RC area, Main Refugee Gate, KAP
12	Irbid RC.	Supervisor	1	1	1	5	10	0700-1700	Mobile (Mainly at Entrance and Pre-Admission Booth)
13	Irbid RC.	Security Guard	3	1	3	7	24hrs	24hrs	CCTV
14	Khalda	Security Guard	1	1	1	5	10	0700-1700	UNHCR Vehicles Parking Exit
15	Khalda	Security Guard	3	1	3	7	24	24hrs	Main Parking Entry
16	Khalda	Security Guard	1	1	1	5	10	0700-1700	Main Parking Entry



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17	Khalda	Security Guard (F)	1	1	1	5	10	0700-1700	Vehicle inspections
18	Khalda	Security Guard	3	1	3	7	24	24Hrs	Pigeon Hall
19	Khalda	Security Head Guard	1	1	1	5	10	0700-1700	Main access
20	Khalda	Security Guard	3	1	3	7	24	24Hrs	Mobile
21	Khalda	Security Guard	1	1	1	5	10	0700-1700	Parking Exit
22	Khalda	Security Guard	3	1	3	7	24	24Hrs	Parking Exit
23	Khalda	Security CCTV Officer	1	1	1	5	9	0700-1600	CCTV
24	Khalda	Security Guard	1	1	1	5	9	0700-1600	Escort
25	Khalda	Receptionist (F)	1	1	1	5	10	0700-1700	Receptionist
26	Khalda RC.	Security Head Guard (F)	1	1	1	5	10	0700-1700	PoCs screening area
27	Khalda RC.	Security Guard (M)	3	1	3	7	24hrs	24hrs	Main refugee street entrance (Wasfi Al tall street)
29	Khalda RC.	Security Guard (M)	3	1	3	7	24hrs	24hrs	Outside Registration center/ booth
30	Khalda RC.	Security Guard (M)	1	2	2	5	8	0700-1500	QMS
31	Khalda RC.	Security Guard (F)	1	2	2	5	8	0700-1500	Mobile room
32	Khalda RC.	Security Guard (F)	1	1	1	5	8	0700-1500	Screening Area: Body check
34	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Screening Area: Body check
35	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Screening Area: Body check
36	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Screening Area: X-Ray Machine
37	Khalda RC.	Supervisor (M)	1	1	1	5	10	0700-1700	RC Supervisor
38	Khalda BO	Site Manager	1	1	1	5	10	0700-1700	Site Manager
39	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Outside Reception Area Entrance
40	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Outside Appointment and Filtering Area Entrance
41	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Outside Reception Area Exit
42	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Outside Appointment and Filtering Area Exit
43	Khalda RC.	Security Guard (F)	1	1	1	5	8	0700-1500	Appointment Main Entrance

45	Khalda RC.	Security Guard (M)	1	1	1	5	9	0700-1600	Filtering Area: Community Services
46	Khalda RC.	Security Guard (M)	3	1	3	7	24hrs	24hrs	Southern parking area
47	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Waiting Area: Main Reception Entrance
48	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Waiting Area: Syrian Refugees Queue line
49	Khalda RC.	Security Guard (M)	1	1	1	5	8	0700-1500	Waiting Area: Other Nationalities Queue Line
50	Khalda RC.	Security Guard (F)	1	1	1	5	8	0700-1500	Inside RC, next to documents delivery
51	Khalda RC.	Security Guard (M)	1	1	1	5	8	0800-1600	Community Services Interviews area
53	Khalda RC.	Security Guard (M)	1	2	2	5	8	0800-1600	Main Refugee Exit
54	Khalda RC.	Security Guard (F)	1	1	1	5	8	0800-1600	RST interview rooms
55	Khalda RC.	Security Guard (M)	1	1	1	5	8	0800-1600	Protection Interview rooms or QMS
56	Khalda RC.	Security Guard (M)	3	1	3	7	24hrs	24hrs	CCTV
57	Khalda RC.	Security Guard (M)	3	1	3	7	24hrs	24hrs	Key holder or patrol
58	Mafraq	Security Guard	3	2	6	7	24	24hrs	Main gate & Parking area
59	Mafraq	Security Guard	1	2	2	5	8	0700-1500	CCTV, Reception
60	Mafraq	Security Guard (F)	1	1	1	5	8	0700-1500	Main Gate
61	Mafraq HD	Security Guard	3	1	3	7	24hrs	24hrs	1 @ Service Gate
62	Mafraq HD	Security Guard	1	6	6	5	8	0700-1500	1 @waiting area A, 1@ waiting area B, 1@ security check, 1 @ distribution point,1 @ Outdoor Security Both, 1 @ Refugees exit
63	Mafraq HD	Security Guard	1	1	1	5	8	0700-1500	1 @security inspection
64	Mafraq HD	Supervisor	1	1	1	5	9	0700-1600	Mobile
65	Za'atri C.	Supervisor	3	1	3	7	24hrs	24hrs	Registration Area and Base Camp - Mobile Guard/ Supervisor
66	Za'atri C.	Security Guard (F)	1	1	1	5	8	0800 - 1600	Base Camp Entrance - Access Control Room
67	Za'atri C.	Security Guard	1	1	1	5	8	0800 - 1600	Base Camp Entrance - Access Control Room
68	Za'atri C.	Security Guard	1	1	1	5	12	0700 - 1900	Base Camp Entrance - Vehicle Gate
69	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Base Camp Entrance - Vehicle Gate
70	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Base Camp - Exit Gate
71	Za'atri C.	Security Guard (F)	1	1	1	5	8	0800 - 1600	Base Camp - 1m Gate باب الـم ت
72	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Patrolling in front of the area of 1m gate
73	Za'atri C.	Security Guard	1	4	4	5	8	0800 - 1600	Base Camp - Buffer Zone
74	Za'atri C.	Security Guard (F)	1	1	1	5	8	0800 - 1600	Base Camp - Buffer Zone

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75	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Registration Area - Internal Area - Mobile
76	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Registration Area - Vehicle Gate
77	Za'atri C.	Security Guard	1	3	3	5	8	0800 - 1600	Registration Area / 1 F Mobile - باب الخروج - فاعات اللنظار - الحماية
78	Za'atri C.	Site Manager	1	1	1	5	10	0700-1700	Site Manager
79	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Refugees Entrance Gate - باب دخول بصمة الرع
80	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Reception Area - Sliding Gate b/w NRC & Reg.
81	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	IOM Gate-Ring Road gate
82	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	Bus Repatriation Area
83	Za'atri C.	Security Guard	3	2	6	7	24hrs	24hrs	UNHCR & UNICEF Warehouse (NRC)
84	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	UNHCR & UNICEF Warehouse
85	Za'atri C.	Security Guard (F)	1	1	1	5	8	0800 - 1600	Registration Area / 1 F Mobile - باب الخروج - فاعات اللنظار - الحماية - الونائف
86	Za'atri C.	Security Guard	3	1	3	7	24hrs	24hrs	CCTV at basecamp

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No.	Office	Title	Staff/Post	Total Posts	Guards Total Number	Days/Week	Hours/Day	Time	Location
15	Shmeisani Office	Security Guard Supervisor (F)	1	1	1	5	9	0700-1600	
15	Shmeisani Office	Security Guard (M)	3	1	3	5	8	0700-1500	
15	Shmeisani Office	Security Guard (F)	4	1	4	5	8	0700-1500	
16	Shmeisani Office	Security Guard (M)	5	1	5	5	8	1500-2300	
17	Shmeisani Office	Security Guard (M)	3	1	3	5	8	2300-0700	
18	Shmeisani Office	Security Guard (M)	3	1	3	3	8	0700-1500	Weekend
	Shmeisani Office	Security Guard (M)	3	1	3	3	8	1500-2300	Weekend
20	Shmeisani Office	Security Guard (M)	3	1	3	3	8	1500-0700	Weekend
21	Yemen Building	Security Guard Supervisor (M)	1	1	1	5	9	0700-1600	
22	Yemen Building	Security Guard (M)	4	1	4	5	8	0700-1500	
23	Yemen Building	Security Guard (F)	1	1	1	5	8	0700-1500	Reception
24	Yemen Building	Security Guard (F)	1	1	1	5	8	0900-1700	Reception
25	Yemen Building	Security Guard (M)	4	1	4	5	8	1500-2300	
26	Yemen Building	Security Guard (M)	3	1	3	5	8	2300-0700	
27	Yemen Building	Security Guard (M)	3	1	3	3	8	0700-1500	Weekend



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29	Yemen Building	Security Guard (M)	3	1	3	3	8	1500-2300	Weekend
30	Yemen Building	Security Guard (M)	3	1	3	3	8	1500-0700	Weekend
31	MENA RO Building	Security Guard Supervisor (M)	1	1	1	5	9	0700-1600	
32	MENA RO Building	Security Guard (M)	4	1	4	5	8	0700-1500	
33	MENA RO Building	Security Guard (F)	2	1	2	5	8	0700-1500	Reception
34	MENA RO Building	Security Guard (M)	5	1	5	5	8	1500-2300	
35	MENA RO Building	Security Guard (M)	3	1	3	5	8	2300-0700	
36	MENA RO Building	Security Guard (M)	3	1	3	3	8	0700-1500	Weekend
37	MENA RO Building	Security Guard (M)	3	1	3	3	8	1500-2300	Weekend
38	MENA RO Building	Security Guard (M)	3	1	3	3	8	1500-0700	Weekend

Tool 1 Key Performance Indicators for UPSS Provider Performance

Key Performance Indicators	
KPI 1	Manning: All posts specified in the contract to be manned at all times.
Method of measurement	UPSS provider to report immediately on any unmanned positions, which will be captured on monthly reports. Facilitation of random checks.
Frequency of measurement and reporting	Performance is reported monthly. KPI scoring monthly.
Source data	Daily manning reports and time sheets, monthly reports, incident reporting and random inspections by the organization.
Calculation	Number of positions manned during the period / number of positions x 100
Definition of KPI elements	All manned posts to be fully resourced as set out in the contract. Replacement personnel “relief guard” provided by UPSS provider immediately for guarding posts.
Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider case-by-case basis.
Target performance – Green	100% of self-reported compliance AND zero deviations from contractual requirements found in any inspection during the month.
Amber	95-99% of self-reported compliance OR 1-3 deviations from contractual requirements found in any inspection during the month.
Red	<95% of self-reported compliance OR more than 3 deviations from contractual requirements found in any inspection during the month.
KPI 2	Manning: All staff are vetted, trained, equipped and hold work permits and licenses in accordance with contract requirements.
Method of measurement	Personnel fully compliant with contract requirements.
Frequency of measurement and reporting	Performance reported monthly. KPI scoring monthly.
Source data	Personnel and training records. Training records must be available for inspection 2 hours after the request.
Calculation	Compliant staff members / total staff members x 100
Definition of KPI elements	Staff compliant with contract requirements, including those specific to role.



	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis.
	Target performance – Green	100% of self-reported compliance AND zero deviations from contractual requirements found in any inspection during the month.
	Amber	95-99% of self-reported compliance OR 1-3 deviations from contractual requirements found in any inspection during the month.
	Red	< 95% of self-reported compliance OR more than 3 deviations from contractual requirements found in any inspection during the month.
	Additional Information	Personnel and training records available to the Contract Officer upon request.
KPI 3	Manning: Requests for emergency and additional personnel are addressed immediately by UPSS provider’s management and accommodated within contract requirements.	
	Frequency of measurement and reporting	Discrepancies reported to the Contract Officer. KPI scoring monthly.
	Source data	Reported discrepancies.
	Calculation	Number of discrepancies reported by the Contract Officer.
	Definition of KPI elements	Individual discrepancies reported.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis
	Target performance – Green	No discrepancies.
	Amber	1 reported discrepancy.
	Red	2 or more reported discrepancies.
	Additional information	Proper authorization includes a written memo, modification, change in local standard operating procedures, etc., unless it is an emergency situation
KPI 4	Compliance: UPSS provider performance does not deviate from contract requirements and established procedures without proper authorization from the Contract Officer(s).	
	Method of measurement	Reported unauthorized deviations from contract requirements and procedures.
	Frequency of measurement and reporting	Deviations reported to the Contract Officer. KPI scoring monthly.
	Source data	Reported deviations.
	Calculations	Number of deviations reported by the Contract Officer
	Definition of KPI elements	Individual deviations reported.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis
	Target performance – Green	No deviations
	Amber	1 Reported deviation



	Red	2 or more deviations
	Additional information	Proper authorization includes a written memo, modification, change in local standard operating procedures, etc., unless it is an emergency situation
KPI 5	Compliance: Professional appearance of UPSS personnel and their uniforms/equipment; attitude/behaviour	
	Method of measurement	Lapses in compliance with professional appearance and behavioural standards
	Frequency of measurement and reporting	Discrepancies immediately corrected and documented, and Contract Officer to be informed of anything more than an on-the-spot correction. KPI scoring monthly
	Source data	Number of discrepancies reported by the Contract Officer.
	Definition of KPI elements	Individual discrepancies reported.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider-case-by-case basis. Complaints subject to reasonableness and assessed by the Contract Officer
	Target performance – Green	No incidents
	Amber	1 Reported incident
	Red	2 or more incidents
KPI 6	Compliance: Complaints investigated and dealt with in a timely manner	
	Method of measurement	All complaints received by the UPSS highlighted and initially reported to the organization within 24 hours
	Frequency of measurement and reporting	A full report on the investigation into the complaint received by the organization within 5 working days. KPI scoring monthly.
	Source data	Complaint reporting.
	Calculation	Number of complaints not investigated and dealt with in a timely manner
	Definition of KPI elements	Reporting to include any findings, resultant disciplinary actions and preventative measures, within specified timelines.
	Exceptions to KPI (data not included in measurement of KPI)	No exceptions.
	Target performance – Green	100% - All complaints appropriately addressed.
	Amber	1 complaint not highlighted to the Contract Officer or inappropriately investigated within specified timelines.



	Red	2 or more complaints not highlighted to the Contract Officer or inappropriately investigated within specified timelines.
KPI 7	Operations: Entry control	
	Method of measurement	No unauthorized personnel are admitted to Organization properties/facilities
	Frequency of measurement and reporting	As per Serious Incident Reporting timelines. Incidents must initially be reported within 30 minutes of the incident being discovered, with a written report provided within 24 hours. KPI scoring monthly.
	Source data	Serious Incident Reports.
	Calculation	Number of discrepancies reported by the Contract Officer
	Definition of KPI elements	Individual discrepancies reported.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis.
	Target performance – Green	No discrepancies
	Amber	N/A
	Red	1 or more incidents
KPI 8	Operations: All emergency alarms are responded to immediately in accordance with established procedures and contract requirements.	
	Method of measurement	Reported discrepancies relating to emergency alarms.
	Frequency of measurement and reporting	Discrepancies reported to the Contract Officer. KPI scoring monthly.
	Source data	Reported discrepancies.
	Calculation	Number of discrepancies reported by the Contract Officer
	Definition of KPI elements	Individual discrepancies reported.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis.
	Target performance – Green	No discrepancies.
	Amber	N/A
	Red	1 or more reported discrepancies.
KPI 9	Operations: Serious Incident Reports must be submitted to the organization in a timely manner.	
	Method of measurement	Submission by way of written reports within 24 hours.
	Frequency of measurement and reporting	On occurrence of a serious incident the organization must initially be informed as soon as possible, but no later than 30 minutes after



		the occurrence. Serious incidents include those resulting in fatalities, serious injuries, equipment theft / loss or incidents that have the potential to impact the reputation or operating capability of the organization. The outcome of any investigation related to the Serious Incident Report must be submitted to the UNSMS organization within 5 working days. KPI scoring monthly.
	Source data	Written incident reports.
	Calculation	Report production.
	Definition of KPI elements	Reports must include a full description of the incident. Investigation reports must include causal factors and any corrective action.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis
	Target performance – Green	All timelines are met.
	Amber	N/A
	Red	Timelines are not met
KPI 10	Training: All staff to achieve training requirements as stipulated in the contract	
	Method of measurement	Pre-contract initial deployment and ongoing monthly checks to ensure role relevant qualifications are up to date
	Frequency of measurement and reporting	Performance reported monthly. KPI scoring monthly.
	Source data	Training records
	Calculations	Staff members meeting training requirements / total staff members x 100
	Definition of KPI elements	All staff members will have passed mandatory tests, as outlined in the contract, within the timelines specified.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis.
	Target performance – Green	100%
	Amber	95-99%
	Red	<95%
	Additional information	Failure will lead to retraining or subsequent removal from contract.
KPI 11	Training: UPSS personnel communication skills	
	Method of measurement	Personnel are able to communicate with the organization personnel in routine and emergency situations, as appropriate to their assigned posts and duties. Personnel meet



		language requirements stipulated in the contract
	Frequency of measurement and reporting	Discrepancies reported to the Contract Officer. KPI scoring monthly.
	Source data	Reported discrepancies. Training records.
	Calculations	Number of discrepancies reported by the Contract Officer. Personnel meeting contractual language testing standards / total guards x 100
	Definition of KPI elements	Individual discrepancies reported and non-compliant Personnel
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS—case-by-case basis. Complaints subject to reasonableness and assessed by the Contract Officer
	Target performance – Green	No incidents and 100% compliance with contract language standards.
	Amber	1 reported incident and 95-99% compliance with contract language standards.
	Red	2 or more reported incidents and < 95% compliance with contract language standard
KPI 12	Equipment: Critical equipment to be accounted for on a regular basis.	
	Method of measurement	Monthly equipment returns and random inspection/audit of the organization- owned assets and UPSS assets assigned to the contract
	Frequency of measurement and reporting	Monthly equipment checks along with confirmation checks of radios, tracking devices, personal protective equipment (PPE), all other serial numbered operational equipment and government registered or otherwise sensitive equipment. KPI scoring monthly.
	Source data	Equipment registers and accountancy checks.
	Calculations	Serviceable and accounted for items / Full item list x 100
	Definition of KPI elements	The theft, loss or damage of mission critical assets, defined as: vehicles, communications equipment, trackers and GPS systems, body armor and helmets, weapon systems and ammunition, and high value and attractive items are to be recorded and investigated in full.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS provider—case-by-case basis.
	Target performance – Green	All Equipment accounted for 100% of the time.
	Amber	1 - 5% of equipment unaccounted for 95-99% of the time.

	Red	> 5% of equipment unaccounted for < 95% of the time.
KPI 13	Administration: UPSS personnel payments and right to annual leaves	
	Method of measurement	UPSS personnel should be allowed to take their annual leave days or should be paid for the excess of accumulated leave days at the end of each year.
	Frequency of measurement and reporting	Discrepancies reported to the Contract Officer. KPI scoring annually.
	Source data	Reported discrepancies. Payments records. Leaves balance.
	Calculations	Number of discrepancies reported by the Contract Officer. UPSS Personnel must be paid latest by the 5 th of each following month. Personnel must be compensated for any excess leave days that were not taken during previous year.
	Definition of KPI elements	Individual discrepancies reported and non-compliant personnel's payments.
	Exceptions to KPI (data not included in measurement of KPI)	Considerations not under the control of UPSS—case-by-case basis. Complaints subject to reasonableness and assessed by the Contract Officer
	Target performance – Green	No incidents and 100% compliance with personnel's payments.
	Amber	1 reported incident and 95-99% compliance with personnel's payments.
	Red	2 or more reported incidents and < 95% compliance with personnel's payments.

Tool 2 Review; Improper Performance.

- UNHCR reserves the right to review all Services performed by the Contractor under this Frame Agreement, to the extent practicable, at all reasonable places and times during the term of this Frame Agreement. UNHCR shall perform such review in a manner that will not unduly hinder the performance of the Contractor. The Contractor shall cooperate with all such reviews by UNHCR, at no cost or expense to UNHCR.
- If any Services performed by the Contractor do not conform to the requirements of this Frame Agreement, without prejudice to and in addition to any of UNHCR's rights and remedies under this Frame Agreement or otherwise, UNHCR shall have the following options, to be exercised in its sole discretion:



UNHCR

United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

- (a) If UNHCR determines that the improper performance can be remedied by way of re-performance or other corrective measures by the Contractor, UNHCR may request the Contractor in writing to take, and the Contractor shall take, at no cost or expense to UNHCR, the measures necessary to re-perform or take other appropriate actions to remedy the improper performance within seven (7) days of receipt of the written request from UNHCR or within such shorter period as UNHCR may have specified in the written request if emergency conditions so require, as determined by UNHCR in its sole discretion.
- (b) If the Contractor does not promptly take corrective measures or if UNHCR reasonably determines that the Contractor is unable to remedy the improper performance in a timely manner, UNHCR may obtain the assistance of other entities or persons and have corrective measures taken at the cost and expense of the Contractor. In addition, in the event of UNHCR's obtaining the assistance of other entities or persons, the Contractor shall cooperate with UNHCR and such entity or person in the orderly transfer of any Services already completed by the Contractor.
- (c) If UNHCR determines, in its sole discretion, that improper performance cannot be remedied by re-performance or other corrective measures by the Contractor, UNHCR may terminate this Frame Agreement in accordance with Article 15.1 of the UNHCR General Conditions of Contract (Annex A) without prejudice to and in addition to any of its other rights and remedies under this Frame Agreement or otherwise.



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ANNEX A2: **United Nations Use of Force Policy**

Introduction

1. The United Nations recognizes and respects the value and integrity of each and every human life. Deciding whether to utilize force when authorized in the conduct of official responsibilities is one of the most critical decisions made by a United Nations security official. It is a decision which must be made quickly and under difficult, often unpredictable and unique circumstances. Sound judgment and appropriate exercise of discretion will always be the foundation of decisionmaking in the broad range of possible use of force situations. The official will necessarily have to select what type of action, ranging from verbal warnings or instructions to the use of a force, including deadly force, is appropriate based on the nature of the threat to be negated and the specific circumstances of the incident.

2. While detailed policy guidance is provided in training and must serve as the basis for any official's decision on what type of force to use, if any, this is no substitute for good judgment that must be exercised at all times. The UN security official is always to bear in mind that when the use of force is unavoidable, he/she will act with restraint, respecting and preserving human life and causing the minimum harm to people and property.

Purpose

3. The purpose of this policy is to provide United Nations security officials with guidelines and restrictions for the use of force (both Non-Deadly Force and Deadly Force). This policy is based on the highest standards of international guidelines and human rights law.

Applicability

4. This policy applies to United Nations security officials at the Security Service, General Service, Field Service and Professional levels as well as other contracted security personnel responsible for the protection of United Nations personnel, visitors and assets.

Definitions

5. Deadly Force means any force that creates a substantial risk of causing death or serious bodily injury.

6. Non-Deadly Force means any use of force other than that which is considered deadly force. This includes any physical effort used to control or restrain another, or to overcome the resistance of another.

7. Serious Bodily Injury means physical injury which creates a substantial risk of death, or which causes serious and protracted (i.e. long-term) disfigurement, protracted impairment of health or protracted loss or impairment of the function of any bodily organ.

8. Bodily Injury means any physical injury other than that which is considered serious bodily injury.



Essential criteria for the Use of Force

9. The following essential criteria must be applied;

- i. The force is reasonable, proportional to the threat offered and the minimum required to negate the threat; and
- ii. The force is necessary, under all the circumstances known at the time, to negate the threat; and
- iii. There is no other reasonable alternative available.

Criteria for the use of Non-Deadly Force

10. Based on the three essential criteria above, a United Nations security official may use Non-Deadly Force:

- i. In defense of him/herself, other United Nations personnel and/or others against imminent threat of bodily injury.
- ii. To maintain order and security within, and/or restrict access to United Nations premises; and prevent damage to UN premises or property.
- iii. To detain and/or prevent the escape of a person who constitutes a threat to order and security and/or who has committed a serious crime.

Criteria for the use of Deadly Force

11. Based on the three essential criteria in 9 above, a United Nations security official may only use Deadly Force: i) To defend him/herself, other United Nations personnel and/or others against an imminent threat of death or serious bodily injury and there is no other reasonable alternative available.

Decision to Use Force

12. As a first step in the use of force, security officials will audibly instruct the subject to comply. If, however, giving such an instruction would pose a risk to the security official or others, it need not be given. When a decision is made to use force the security official should act decisively and without hesitation, using force proportional to the threat and the minimum required to negate the threat. A United Nations security official is not required to place him / herself or others in unreasonable danger before acting.

Post Application of Force

13. Once force has been applied and the threat negated, the security official must:

- i) Where feasible, arrange for appropriate medical aid to the person subjected to the use of force.
- ii) Follow all relevant procedures, including reporting the incident to the supervisor, and cooperate with United Nations investigations.

14. A security official involved in the application of non-deadly or deadly force may be provided with stress and medical counseling as appropriate.

ANNEX A3:

Special Contract Clauses and Pricing

1. Contract Performance

The below clauses are measured with the contract compliance matrix found in Annex A2:

1.1 Acceptable Levels of Performance. This contract is a key element of the United Nations Security Risk Management Programme. The security of UNSMS personnel and property demands that the UPSS provider comply fully with the contract terms and conditions. The UNSMS monitors the UPSS provider's performance for this purpose.

2. Maximum Hours to be Worked by Guards

2.1 No guard under this contract shall work more than the stated hours/ days under the Jordanian Labor Law.

3. Services

3.1 The UPSS provider shall provide guard services in accordance with this TOR and its annexes. As described in the TOR, two types of services are required: standard services and ad hoc or emergency services. For the ad hoc or emergency services, the UNSMS organization may require the UPSS provider to supply additional materials or equipment, the costs for which shall be reimbursed under and in accordance with the terms and conditions of this contract.

3.1.1 Standard Services. The hourly rates for standard services are fully loaded rates, including:

- a. all direct and indirect labor costs (including any premiums relating to overtime, holidays or night shifts, etc., and materials, excluding separately priced vehicles and communications equipment);
- b. all direct and indirect material costs (except for separately priced vehicles and communications equipment).
- c. insurance.
- d. severance pays.
- e. all overhead and indirect costs, including general and administrative expenses (G&A); and
- f. profit.

3.1.2 Ad Hoc or Emergency Services. The hourly rates for ad hoc or emergency services are fully loaded rates, including:

- a. all direct and indirect labor costs (including any premiums relating to overtime, holidays or night shifts, etc. and materials, excluding separately priced vehicles and communications equipment);
- b. all direct and indirect material costs (except for separately priced vehicles and communications equipment).
- c. insurance.
- d. d. all overhead and indirect costs, including general and administrative expenses (G&A); and
- e. profit.

3.1.3 Vehicles. The monthly rate for any vehicles required, include all operating costs including, but not limited to fuel, lubricants, oil, routine and special maintenance, care and cleaning and insurance.

3.1.4 Local Guard Force Radio Network Equipment. The monthly rate for any required radio network established in below point 4. Rates shall include all costs associated with radio/communications equipment including maintenance costs.

3.1.5 Materials or Equipment. These are items for which the UPSS provider shall be reimbursed at cost (see Exhibit G) for all non-expendable equipment and expendable supplies, related to performance of additional or emergency services.

4. Rates

4.1 All price rates are to be calculated on a per guard hourly rate in local currency. Although pricing from the UPSS provider is required to be a loaded hourly rate, the UPSS provider must provide support to show how the rate was built, including the basic salary for each labor category, benefits, overhead/general and administrative expenses, profit, etc. **A sample pay stub from each labor category must also be included in the financial proposal submission.**

4.1.1 Standard Services. The UPSS provider shall provide the guard services described below for the base period of the contract, starting on the date stated in the Notice to Proceed and continuing for the duration of the contract.

4.1.2 The fixed hourly rate, estimated number of hours, and ceiling for each category are:

Labor Categories	Hourly Number	Ceiling	Rate of Hours	Price
Site Supervisor	XX	XX	XX,XX	XX,XX
Receptionist	XX	XX	XX,XX	XX,XX
Head Guard	XX	XX	XX,XX	XX,XX
CCTV Officer	XX	XX	XX,XX	XX,XX
Guard	XX	XX	XX,XX	XX,XX
Subtotal	XX	XX	XX,XX	XX,XX

4.1.3 Ad Hoc or Emergency Services. Ad hoc or Emergency Services may only be requested by the Contract Officer/COR. The UPSS provider shall provide ad hoc or emergency services requested based on the per guard hourly rates as follows:

4.1.4 The fixed hourly rate, estimated number of hours and ceiling for each category are:

Labor Categories	Hourly Number	Ceiling	Rate of Hours	Price
Site Supervisor	XX	XX	XX,XX	XX,XX
Receptionist	XX	XX	XX,XX	XX,XX
Head Guard	XX	XX	XX,XX	XX,XX
CCTV Officer	XX	XX	XX,XX	XX,XX
Guard	XX	XX	XX,XX	XX,XX
Subtotal	XX	XX	XX,XX	XX,XX

4.1.5 Vehicles. The firm fixed price for all vehicles (excluding surveillance detection vehicles) necessary for performance of this contract are as described:

Vehicle	Hourly Number	Ceiling	Rate of Hours	Price
Model and P#	XX	XX	XX,XX	XX,XX
Subtotal	XX	XX	XX,XX	XX,XX

4.1.6 Radio Network Equipment. The firm fixed price for all communications equipment necessary for performance of this contract is:

Radio Equipment	Hourly Number	Ceiling	Rate of Hours	Price
Radio Equipment details	XX	47 XX	XX,XX	XX,XX
Subtotal	XX	XX	XX,XX	XX,XX



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