

TERMS OF REFERENCE

“Provision of Security Services for UN Agencies in Albania”

A. BACKGROUND:

The UN House premise and other UN offices located in different locations in Tirana and elsewhere in Albania., require professional security services.

In order to mitigate threats to UN Albania, Security assessment and advisories are done by UNDSS.

The service company is intended to implement new and maintain existing security measures, to work together with building management on joint safety & security concerns and maintain the security of UN floors during day and night time, in accordance with the requested services and shifts.

The security services are required with physical presence (UN House and IOM), with monitoring and reaction capacity and any other type of services listed in the scope of work.

B. CONTRACT OBJECTIVES AND SCOPE

1. PHYSICAL PRESENCE

1.1 UN House

The main objective of this service is to provide 24 hours protection to the UN Premises, property and personnel located at: Skenderbej Street, Gurten Center, all floors to support the implementation of physical and technical security measures on the inner and outer perimeter of UN House Premises.

The Security Company shall provide security services and protection for all UN assets and personnel in the UN House premises and its siding areas, as follows:

- Provide 24 hours, 7 days a week security services with a full board team to the UN Office facilities as per shifts and guard posts below.
- During first shift (06:00-14:00hrs), to have two - unarmed guards, one in reception area at the compound in the 2nd floor and monitoring the security system (CCTV, fire and motion detectors) including the parking area, second one for checking staff/visitors at the main entrance and patrolling to control the front of the office included parking area till armed police box.
- During the second shift (14:00-22:00hrs), to have one unarmed guard on the second floor and one unarmed guard on the ground floor, entrance area.
- During the third shift (22:00-06:00hrs), to have one unarmed guard on the ground floor, entrance area but covering security for all building/offices.
- Each guard is to work only one shift, in line with this scope and set objectives. During days off, the guard substitute should be reported in advance to the UN Entity in charge of the contract.

- Maintain existing physical and technical security measures.
- Manage the UN office after working hours, including handling incoming calls and possible bomb threats through telephone calls.
- Maintain day-to-day cooperation with building security for effective implementation of all joint security measures.
- Report any criminal incidents or disturbances occurring on the UN floor to the Admin unit of UN Albania, and to the UNDSS immediately for advice on further action.
- Maintain fire alarms, fire extinguishers, and other security related equipment with the assistance of the UN Admin Unit and the building management.

Specific tasks for this assessment shall also include on an “*As and When Required*” basis (Please note a separate costing should be provided in **Attachment III Price Schedule Format):**

- Fire handling.
- First Aid service.
- An emergency-response unit consisting of qualified and certified guards for specific tasks such as:
 - Search and rescue team during disaster (fire, earthquakes, and riot).
 - Courier for sending message.
 - Providing aid to staff.

This emergency - response unit must be equipped with complete search and rescue equipment; must have a good network with other parties in supporting tasks such as Medical evacuation team with ambulance, helicopter etc.

This unit works on “*As and When required*” basis.

1.2 IOM

- Guard services is required to be stationed with physical presence at the premises of IOM, located at Rr. Brigada VIII, Tirana, Albania.
- The main purpose of the guard service will be to provide security services Monday to Thursday, from 08:30hrs to 17:00hrs.
- On Friday, the guard working hours will be from 08:30hrs until 15:30hrs. The shift hours may be changed by the IOM upon advance notice, based on the needs and exigencies of the required activities, in line with contractual requirements.
- The main scope of guard work will be to implement access control, keep law and order among visitors at the IOM premises, in line with specific requirements and daily schedules communicated by the Admin focal point.
- The guard must be knowledgeable about the specific job requirements at the post and carry out the ToR without breaches either noted or reported.
- The guard shall be required to keep and maintain existing arrangements, react properly to new situations and promptly act on the required course of action communicated by the Admin focal point.

1.3 Any Other UN Agency

- Upon assessment of risk specific to existing UN Agencies or projects or new ones to be established, by UNDSS as requested by the said Agency/ies, physical presence of guards may be required. This will be decided on a case-by-case basis.

2. REMOTE MONITORING AND REACTION

The services of monitoring of alarm systems and acting upon alarms or breaches seen over the CCTV is required by different UN Offices. The security company shall therefore monitor from their monitoring room all the alarm system of the UN Offices and may also include monitoring of CCTV systems.

For this reason, a fully trained dedicated team must be established to monitor 24/7 remotely from their monitoring room the security system (CCTV, fire, and motion detectors) including the parking area, any surrounding close point of contact, checking staff/visitors on main entrance and any other area as determined by specific ToR to be established between the UN office and security provider.

The security company must be able to rapidly react to any signal from the alarm systems or via CCTV to arrive at the said office, communicate with Admin Focal Point and/or UNDSS, Police.

Specific duties of the monitoring and reaction team will be detailed on a case-by-case basis, depending on the needs of the different UN Agencies and upon the Facility Security Survey carried out by UNDSS.

The security provider in all cases and circumstances must only monitor the images provided via CCTV of UN office or residencies, in line with UN Legal requirements. Images belonging to UN properties must not be stored, copied, distributed, shared or otherwise acted upon without the written authorization of the UN Agency in question.

3. SHORT TERM SECURITY GUARD SERVICES

During their work, on the occasion of special events, field trips or conferences, UN Agencies may require physical presence of guards with time bound, risk specific duties to be covered. This may be advised by UNDSS or any other UN or non-UN entity, during the security assessment conducted for the special event or UN Agency conference, as requested. For this purpose, static or moving close escort services may be needed.

4. INSTALLATION AND MAINTAINING SECURITY EQUIPMENT

To safeguard their assets, protect against fire, monitor entrance systems, and access control, the UN Agencies may require the services of installing security and safety related monitoring or access control equipment or systems. Inter alia, this may include among others, CCTV systems, integrated alarm systems (fire and intrusion sensors), emergency lighting, fire escape route or fire protection signage, assigned parking signs, limited entrance or movement signs on UN property, fire extinguishers, cards readers and other entrance monitoring systems, different types of remote monitoring devices, panic buttons etc. Periodic maintenance of the installed safety and security equipment in line with manufacturer requirements will be needed. This service may be required when the equipment belong to the specific UN offices or when these items or systems belong to the security provider.

C. REQUIRED QUALIFICATIONS

1 - Minimum Qualifications for Security Company

Experience

The Security Company shall have experience (at least under one contract) in the provision of security services to UN Agencies and/or International organizations/companies during the past 10 years.

References

Companies shall provide a list of current and previous clients that they have signed a contract with. UN has the right to contact each reference and request information on the company's responsiveness to security issues and problems, the quality of the services performed and the dependability of the company in meeting security needs.

Companies shall provide Security Certificate from Classified Information Security Directorate

Guard selection

Companies shall provide in their proposal CVs for the key personnel to be involved in the performance of the contract. Firms shall confirm that the nominated personnel shall not be changed without the approval of UN.

The economic operator must have at least part of the staff:

1. (two) employees certified by the company manufacturing camera systems (HIK VISION), or equivalent, certified with the relevant certificate and listed in the social security payments for the required period.
2. (two) employees certified by the alarm systems manufacturing company (MESSER), or equivalent, certified with the relevant certificate and list the social security payments for the required period.
3. The economic operator must submit an authorization from the manufacturing firm or from the distributor authorized by the manufacturer of cameras and alarms.

Financial capacity

- The Company must submit proof that they have not pending unpaid obligations to tax authorities
- The company must submit the balance sheets for the last three years
- The list of similar contracts of the last three years (to be specified the nature of contract, duration of contract, contract value and contractor's information.)
- Copy of QKR extract

2- Minimum Qualifications for Security Staff

Chief of Guard

Companies shall provide CVs of their key personnel. The minimum selection criteria shall be adhered to or exceeded:

- (a) Completion of secondary school is required.
- (b) A minimum 5 (five) years of progressive responsibility in managing a guard force.
- (c) Level IV (fluent) speaking/reading/writing in English and Albanian language is required.
- (d) Committed to full term of contract.
- (e) Must be available on a 24-hours basis.

Guards

In accordance with above qualification/criteria, the security company is responsible for selecting candidates for employment. All personnel hired by Security Service Company will be required to go through an approval process, if requested by the hiring UN.

- a) Age: 21 to 55 years old.
- b) Sex: Either male or female candidates shall be accepted.
- c) Health: Free from all communicable diseases and in good general health without physical defects or abnormalities, which would interfere with the performance of guard duty.
- d) Physical condition: Able to perform physical tasks associated with the guard duties to which he/she is assigned.
- e) Drug dependency and medication: Shall not be dependent on alcohol or other drugs; if using prescribed medication, it shall not hinder the performance of assigned guard duties.
- f) Education and literacy: Completion of secondary school is required.
- g) Elementary knowledge in English ability and fluency in Albanian language.
- h) Understand guard orders and maintain guard logs and reports in Albanian language.
- i) Radio Communication: Able to operate VHF/UHF handset.
- j) Basic training in first aid.
- k) Trained in use of various fire extinguishers and fire control.
- l) Must be knowledgeable about physical security systems and deterrents, how to operate an emergency generator, knowledge of alarm systems and bar code systems.
- m) Must have the ability to follow instructions, communicate effectively, and be reliable, dependable, firm, courteous and tactful. Must be able to comprehend orders and directives quickly. Must have ability to take clear and decisive action especially during emergency situations.
- n) Capable of handling telephone call in professional manner after working hours, including unwanted calls such as bomb threats.

3 - Job Descriptions for Security Staff

Chief of Security Guards

The Chief of guards is responsible for:

- The implementation of security in the UN office in Albania.
- Management of all guard members.
- Control and supervision of guard activities.
- Monitoring the daily security situation by using police network communication.
- Produce written notes of all security events in the UN office which will be incorporated in a daily situation report and might be required to be submitted to the Office management, UNDSS and if it is required to the building management. Control and operation of alarm system and emergency exit doors in cooperation with Office Management.
- Handling of difficult or uncooperative visitors and restraining people to implement security procedures.
- Helping the office and building management in arranging evacuation drills and handling real emergency event.

- Accompanying the police bomb search unit to inspect every room in the UN office in case of bomb threat.
- Contacting UN Albania Security focal point and UNDSS Local Security Assistant 24 hours a day, either using his/her Mobile or Radio.
- Any others job which the UNDSS and UN Albania Management orders.

Deputy Chief of guards

- Will substitute for the Chief of Guard in case of the Chief of Guard's absence.

Chief of Team

Chief of the team is responsible for:

- Management of all team members' activities and supervision of them during their shift hours.
- Control gates, doors, and locks.
- Monitor the guards during night shifts.
- Involved in post rotation.
- Help the Chief of Guard in handling the emergency event.

Security guards for main entrance at the ground floor

The Security guard for main entrance at the ground ' floor UN House is responsible for:

- Carrying out checks on all visitors and staff to make sure that they are cleared, before entering the 1st, 2nd, and 3rd floor areas.
- Carrying out checks on all bags and packages and ensures they are cleared before entering the 1st, 2nd, and 3rd floor areas.
- Assisting visitors to fill the visitor form, direct visitors to the receptionist and escorting visitors to designated staff when required.
- Having knowledge of all the staff's' faces and office location.
- Ensuring that a visitor's log sheet is maintained at the main entrance floor reception.
- Maintaining a Dispatch/Receiving mail book, recording correctly all incoming and outgoing equipment.
- Checking on suspicious parcels and big bags randomly.
- Maintaining a register for all members of the staff and endorsing time out of entry and exit.
- Reporting immediately to his/her Chief of team any difficult visitors, restraint of persons, or uncooperative guests.
- Detecting and reporting any imminent crime about to be committed, being observant and alert.
- Directing staff to the assembly area when emergency events happen, under Chief of Team's direction.
- Reporting the arrival of protesters or demonstrations through the chain of command; Keep close contacts with police at check point and police patrol in charge for the area.
- Oversee perimeter security including patrolling to control the front of the office, parking area till armed police cabin close to Kavaja street. Non-UN vehicles are prohibited to be parked at the dedicated parking lots.

- During third shift, must perform all duties and responsibilities for entire building office security.
- After working hours, handle incoming telephone calls professionally according to the establish SOP, including when receiving bomb threats. Patrolling in front of the office and observe the parking area in front of the main entrance door.
- Keep updated emergency numbers to be contacted in case of emergency including police in charge for the area, fire brigade, and UNDSS.

Security guards at the reception area at second floor

Beside the main responsibility as guard in first floor reception area, specifically has special tasks as follows:

1. Will be the right hand for Safety warden in using First aid kit when it is required.
2. Helping Office management for the Security file/administration.
3. Reporting immediately to his/her Team leader any theft or other security incidents, unlocked offices, doors, and storage room on the 1-st floor.
4. Patrolling first floor area on an hourly basis. Chief of team will replace his position in lobby during patrol.
5. Ensure all the security measures (Emergency Exit sign, hydrant lights, and alarm lights) work all the time by coordinating with Building Management) and report issues through chain of command.
6. Monitor all security system included CCTV, fire and motion detectors and report for any problem included external cameras including parking lots for UN vehicles and internal ones, covering all floors and UN offices.
7. Support the reception in managing the visitors to the floor.
8. Handling of difficult or uncooperative visitors and restraining people to implement security procedures.
9. Directing staff to the Emergency exit door when emergency happens, under Chief of Team's direction.
10. Together with Chief of Team locking the doors and opening them in the morning.
11. Administrating the use of office keys.
12. Keep updated emergency numbers to be contacted in case of emergency including police in charge for the area, fire brigade, and UNDSS.

Security Guard at IOM offices

- Implement strictly access control and keep visitor's log in/out book.
- Implement office security and safety measures and assist in having visitors adhere to the same.
- Request all visitors to have with them identification documents before allowed entrance.
- Monitor safety and security systems and upon communication with guard service monitoring room, act promptly to any security and safety incident.

D. TRAINING

Guard Training

Responsibility for all guard training rests with the Security Services Company. However, the Safety Supervisor must ensure that the desired training specifics are included in the contract.

- a) The Security Services Company will develop the recruitment, training and in-service training plans and submits them to Safety Supervisor for the approval. It is imperative that both recruitment and in-service training Programme requirements are included in all contract specifications.
- b) **Basic recruit training:** This is basic introductory training to focus the individual on the basic requirements of guard duty. Below is a list of suggested subjects to be included in the recruit training Programme.
 1. **Orientation:** Introduction to training Programme, training objectives and the role of the guard force at the duty station or facility.
 2. **United Nations assets:** Description of assets, name, location, and function. The UN Inter-Agency DSS Office and MT Safety Supervisor provide this instruction.
 3. **Local law and power of arrest:** What authority and power the employees + government security forces have.
 4. **Threat to facilities:** Description and nature of the threat to United Nations assets with examples.
 5. **Fires:** Description of the threat to assets by fire; use of fire extinguishers; familiarization with fire alarms and extinguisher locations.
 6. **Duty station emergency plans:** Role that the guard force plays in case of fire, explosions, bomb searches and building evacuation. The Safety Supervisor is responsible for this instruction.
 7. **Physical security measures at duty station:** Description of access control and fire alarm systems used.
 8. **Basic guard duties:** General description of guard actions for protection of facilities and residences. Denial of access to unauthorized persons, maintenance of guard force records and logs and preparation of reports.
 9. **Guard force communications:** Procedures to be used in case of incident; notification of others; use of radio equipment.
 10. **General post orders:** Description of general orders and post orders in detail. Emphasis on guard responsibilities, deportment, penalties for commission of violations of orders.
 11. **Maintaining post logs:** Procedures for preparing daily logs and incident reports.
 12. **Restraint of disorderly persons:** Procedures for defending against physical attack; procedures for restraining others; guidance on use of force.
 13. **Use of personal equipment:** Procedures for the use of any equipment issued to employees, e.g., baton, handcuffs, etc.
 14. **Use of access control procedures:** Use of electronic body and package search equipment; personal searches; vehicle search; building search for suspected bombs; visitor control systems, including badge issuance and control. General coverage of this subject to all guard personnel, with detailed hands-on training to those employees assigned to access control duties.
 15. **Dealing with difficult people (National/International citizenship):** Procedure for dealing with uncooperative visitors/staffs.
- c) **In-service training:** This type of training is performed for two purposes:
 1. To periodically review subjects covered in recruit training; and
 2. To provide training on current security issues or problems.

It can be performed during normal "roll call" before assuming a shift or in periodic (monthly or quarterly) dedicated training sessions. Below are suggested topics for in-service training.

- i. **Access control procedures -- pedestrians:** Description of the devices and procedures used at each duty station facility; description of procedures used in the operation of each type of equipment involved; procedures used for searches of men and women; procedures used for notification in case of discovery of weapons and other contraband or disorderly persons.
- ii. **Visitor control procedures:** Description of the procedures for identification and control of visitors to official facilities; the badge system and badge issuance procedures and control; escort and control of visitors within the facility perimeter; notification of authority in case of visitor disorderly conduct.
- iii. **Package and mail search:** Bomb, weapons, and other contraband detection procedures through the use of electronic equipment and manual search; awareness and familiarity training; response, notification procedures and alarm systems.
- iv. **Vehicle access control and search procedures:** Gate control procedures, barrier operations, driver identification and requirements; vehicle compartment and body frame searches; truck and vendor access procedures; vehicle and cargo searches and bill of lading inspections; notification procedures.
- v. **Bomb threat response:** Bomb threat procedures to be used by guard personnel; notification procedures; building searches; identification and relationship with local bomb disposal unit - host government or other.
- vi. **Guard responsibilities in emergency action situations:** Specific functions and role of guard force when any emergency action situation occurs.
- vii. **Personnel identification:** Procedures for recognizing official identification of United Nations staff members, employees, dependents, and official visitors; procedures for notification where proper identification documents are not provided.
- viii. **Self-defence:** Procedures for and extent of physical force in self-defence.
- ix. **Restraint of persons and use of handcuffs:** Procedures for use of restraint methods, including the use of handcuffs (if required equipment); limitations, if any, on use of restraint devices.
- x. **Threat detection:** Skill development in the identification of indicators of an attack, such as identification of attacker surveillance methods, recognition of potential attackers because of behaviour and frequency of sightings near United Nations assets; notification procedures to be used.
- xi. **Mobile response team:** Identification of the purpose and scope of responsibility for team members responding to security incidents. Such persons may be delegated to the duty station from the host government or may be a part of the contract guard force. Training should include specific responsibilities and relationships to UNDSS, SA and to the contract guard force supervisor/manager; response tactics to be used in case of an attack on the facility, a kidnapping of an United Nations official, an armed attack against any asset or a criminal attack against an official facility or residence where violence is involved; and specific relationship to host government police and military forces;
- xii. **Emergency medical assistance:** Elements of first aid and cardio-pulmonary resuscitation (CPR) should be provided to ensure a capability of effective response on the part of the guard where there is injury or apparent heart attack. The CPR aspect of this training can be a separate module and provided to the staff as well.
- xiii. **Evacuation drills** for various purposes, fire, earthquake, bomb threat, floods, violent demos, etc.

- xiv. **Communications:** Voice communications procedures used are described in detail; use of hand-held and vehicle-mounted radio units is covered; communications discipline is emphasized, and codes and signals defined.
- xv. **Elements of guard supervision:** Responsibilities of the first-line supervisor are covered, including post inspection, maintenance of post logs and reports, preparation of shift reports and use of discipline.

E. OTHERS

E.1 Guard Force Equipment

The guard force will require equipment to perform its assigned duties. Items such as uniforms, weatherproof and protective clothing, flashlights, batons, whistles, etc. should be provided by Security Services Company. Security Services Company will provide vehicles' telecommunication equipment as and when requested by UN at reimbursable rates proposed.

E.2 Communications

Two-way radio communications are an important part of an effective guard force. Vehicles used for supervisory functions, mobile patrols or rapid response by a reaction force must be equipped with mobile radios. Also, one radio must be to the country police in order to contact armed country police located outside the building.

The existing communication equipment in UN will be controlled/tested and handed over to the on-site guard force supervisor and periodically checked for accountability and maintenance. Additionally, coordination with the communications officer for frequencies, routine maintenance and emergency repair must be undertaken by the same Security Company/Service Provider.

E.3 Indemnity insurance

The security company is responsible to provide insurance against stolen or damaged property that is attributable to the guards if something untoward is caused to a UN facility by the failure of a guard to carry out his/ her duties.

E.4 Disciplinary Measures

The Security Company agrees to undertake any disciplinary measures recommended by UN against any guard whose conduct is considered unsatisfactory. UN must be informed of any new recruitment made by the security company.

E.5 Replacement

In the absence of any of the above personnel for any reason, the Security Company will provide a temporary qualified replacement at no additional cost to UN.

E.6 The unit cost for guard physical presence (and time bound, risk based special events) should include

No.	Specification	Remark
1	The salaries	√
2	Communications means (Radio)	√
3	Personal equipment (baton, handcuff, shoes, etc)	√
4	Health Insurance <ul style="list-style-type: none"> ▪ Outpatient ▪ Hospitalized 	√

5	Life Insurance	√
6	Reliever	√
7	Uniform	√ 2/yearly
8	Leave: ▪ Sick Leave ▪ Annual leave	Depends on the Regulation of Albanian Laws

E.7. Unit Cost for the monitoring and reaction services

No.	Specification	Remark
1	Monthly cost for monitoring of CCTV, Integrated alarm system and rapid reaction when required.	√

Special Conditions (will be part of LTA)

Audits and investigations:

- a) Each invoice paid by UN shall be subject to a post-payment audit by auditors, whether internal or external, of UN or the authorized agents of the UN at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract. The UN shall be entitled to a refund from the Contractor for any amounts shown by such audits to have been paid by the UN other than in accordance with the terms and conditions of the Contract. Should the audit determine that any funds paid by UN have not been used as per contract clauses; the company shall reimburse such funds forthwith. Where the company fails to reimburse such funds, UN reserves the right to seek recovery and/or to take any other action as it deems necessary.
- b) The Contractor acknowledges and agrees that, at any time, UN may conduct investigations relating to any aspect of the Contract, the obligations performed under the Contract, and the operations of the Contractor generally. The right of UN to investigate and the Contractor's obligation to comply with such an investigation shall not lapse upon expiration or prior termination of the Contract. The Contractor shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Contractor's obligation to make available its personnel and any documentation for such purposes and to grant to UN access to the Contractor's premises. The Contractor shall require its agents, including, but not limited to, the Contractor's attorneys, accountants, or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UN hereunder.

Anti-terrorism:

- a) The Contractor agrees to undertake all reasonable efforts to ensure that none of the UN funds received under this Contract are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UN hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered under this Contract.

Security:

- a) The responsibility for the safety and security of the Contractor and its personnel and property, and of UN's property in the Contractor's custody, rests with the Contractor.
- b) The Contractor shall:
 - put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the services are being provided.
 - assume all risks and liabilities related to the Contractor's security, and the full implementation of the security plan.
- c) UN reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this contract. Notwithstanding the foregoing, the Contractor shall remain solely responsible for the security of its personnel and for UN's property in its custody as set forth in paragraph a) above.
- d) Certificate for the staff training to be provided.

PERFORMANCE MANAGEMENT INDICATORS MATRIX

No	Efficiency Measures	Deficiency
1	The guards should be properly trained on: Basic first aid, firefighting equipment, fire control, basic radio communication and maintenance of logbook file.	Noncompliance
2	The guards should be accordingly uniformed and wear ID	Noncompliance
3	Guard deploying.	Unmanned Post
4	Punctuality of employees and key staff	Late reporting for duty
5	Guards should remain alert at all times whilst on duty.	Sleeping on Duty, negligent to instructions/Corrections.
6	Regular supervision 4 times at random	Supervisor Inspection: failure to make complete inspection of all posts
7	Rotation of employees and orientation	Too frequent rotations without prior notice to the client and no proper briefing of guards
8	Post instructions should be adhered to	Failure to follow Post Orders
9	In-service training on specific training as requested by the client and training manual on minimum standards	No further training after deployment

10	Quality of communication at UN Communication Centre Level	Frequency of complaints and/or provision of positive feedback
11	Immediate response telephone reports and correspondence	Late response
12	Incident and training reports: on-site monthly and quarterly management reports	Noncompliance of administrative records
13	Security assessment & on-site investigation	Thefts, late response on site crime
14	Standards of conduct	Abusive behaviour and non-adherence to instructions by focal persons
15	Response vehicle available 24 hours	Lack of response
16	Senior Management, contract management and key personnel responsiveness.	Lack of responses and/ or lack of required action
17	Availability and functionality of radio network equipment (including individual functioning radios)	Lack of radio network equipment (including individual functioning radios)
18	Security alert equipment	Lack of alert gadgets (button, stick, torches, remote button, whistles, etc)
19	Monthly meetings	Non-implementation of recommendations.
20	Implementation of incentives and commendations Merit awards, commendation, guard of the month displayed with picture	Lack of incentives, reward and commendation.
21	Guard force must be diligent and provide prompt reply to verbal and written reprimands by DSS Security officer in charge	Receipt of three reprimands without corrections