



Annex A: Terms of Reference (ToR)
Provision of Unarmed Private Security Services
at the UNHCR Offices in Kyiv, Lviv, Dnipro, Kharkiv, and Odesa

1. BACKGROUND

The information in this Terms of Reference (ToR) outlines the objectives and requirements of UNHCR in procuring an Unarmed Private Security Services (UPSS) provider for the delivery of general security guard services at the specified UNHCR office facilities in Ukraine, currently located in the following cities: Kyiv, Dnipro, Lviv, Odesa and Kharkiv.

In the event of relocation of any UNHCR office, closure of existing premises, or opening of new offices in additional locations, the UPSS Service Provider shall adjust the deployment of personnel, resources, and service arrangements accordingly.

Such adjustments shall be implemented only upon receipt of an official written notification from UNHCR, which will be provided prior to the execution of any required changes, ensuring uninterrupted, timely, and compliant security coverage in line with UNHCR's operational needs.

2. SECURITY OPERATIONS AND FACILITIES

The following information outlines the UNHCR facilities that require security guard services under this ToR. The selected company (hereinafter referred to as the UPSS Provider) shall recruit, train, and manage a guard force composed of unarmed supervisory and subordinate security personnel assigned exclusively to the UNHCR office locations designated by UNHCR. In the event that UNHCR opens new premises, relocates existing offices, changes official addresses, or otherwise adjusts its operational footprint, the UPSS Provider shall modify its deployment of personnel and resources only upon receipt of an official written notification from UNHCR, which will be issued prior to the implementation of any required changes.

The UPSS Provider shall supply security personnel for the specific posts and activities described in this document. All security policies, procedures, and operational requirements related to the protection of UNHCR personnel, facilities, property, and assets are defined in the General, Post, Supervisory, and Special Orders. These Orders will be provided to the UPSS Provider by UNHCR Security personnel and updated as necessary.

Administration: Overall responsibility for the security management of UNHCR offices rests with the designated Management/Administrative staff.

3. REQUIRED POSITIONS AND GUARD POSTS WITH HOURS/DAYS OF SERVICE (subject to amendment based on operational requirements)

The UPSS Provider shall deploy properly qualified Security personnel on a 24/7 basis, where required, to cover the shifts at guard posts assigned to UNHCR offices. The number of guards, shift structure, and location of posts shall be reviewed and approved by UNHCR every quarter (every three months).

In addition, ad-hoc adjustments may be requested by UNHCR at any time, based on operational needs.

1. UNHCR Country Office: Kyiv, 75 Zhylianska str., BC Eurasia;					
Post	Location	Post Type Hr/Day	Total Number of Working hours per post per person per shift	Number of security staff required per shift	No. of days per week
1	Entrance of the UNHCR office 3 rd floor	08:00-08:00 (24/7)	24	1	7
2	Entrance of the UNHCR office 2/3 floor	Working days* 09:00-18:00	9	1	5
3	Entrance of the UNHCR office 5 th floor (ILO)	Working days* 08:00-20:00	12	1	5

* - Monday-Friday, except UN official holiday (that will be reflected/communicated in quarter PO)

Physical description of facilities and Security concerns

The UNHCR Office is located on the 2nd and 3rd floors of the “BC Eurasia” business center, a 13-storey building situated on 75, Zhylianska Street, Kyiv. The 5th floor is occupied by the International Labour Organization (ILO) as a subtenant of UNHCR, and UNHCR provides a security guard to support access control and security arrangements for that floor as well.

BC Eurasia has two main entrances, corresponding to two separate wings of the building, both accessible from Zhylianska Street. Access to these pedestrian entrances is controlled and monitored by Business Center security guards, who operate the building-level access control system. The vehicle entrance to the underground parking area is also accessed from Zhylianska Street and is equipped with an access control point, CCTV monitored by BC security personnel, an automatic barrier, and a vehicle gate.

Within its premises, UNHCR maintains an internal access control system, which is operated and monitored by UNHCR-contracted security guards on all occupied floors (2nd, 3rd, and 5th). UNHCR office premises are equipped with CCTV and shatter-resistant film (SRF) installed on all glazed structures.

The building’s fire safety system is installed, maintained, and operated by the Business Center, and a public announcement (PA) system is also in place throughout the building.

The underground parking area serves as the designated shelter for UNHCR.

2. UNHCR FU Lviv: Lviv, 60-A Fedkovycha str.

Post	Location	Post Type Hr/Day	Total Number of Working hours per day	Number of security staff required per shift	No. of days per week
1	Entrance/reception of the UNHCR office	08:00-08:00 (24/7)	24	1	7

Physical description of facilities and Security concerns

The UNHCR Lviv Field Unit is located within a four-story business center that forms part of the Technopark Compound, which accommodates multiple commercial entities, primarily operating in the IT and high-tech sectors. The surrounding area includes various business facilities, a private hospital, a university campus, and nearby residential buildings, providing a mixed-use environment.

The designated UNHCR office space is situated on the third floor and is accessible via both staircases and an elevator. The building is equipped with a functional fire detection and suppression system, as well as two emergency evacuation exits. It is located approximately four kilometers from the city center and is serviced by public transportation routes.

According to available information, the structure complies with national seismic standards. The facility also contains two separate bunkers: one equipped with toilet and kitchen facilities, both offering seating arrangements suitable for use as shelters during extended air-raid alerts.

A surface parking area is available on-site, featuring controlled access operated by a certified security guard. The building is fitted with a functional CCTV system covering both internal and external areas, with video data retained for not less than one month. The building’s glazing is protected with SRF.

The location is centrally positioned and can be approached from multiple directions, enabling reasonable response times for emergency services including ambulance and firefighting units.

3. UNHCR SO Dnipro: Dnipro, 17 Lamana str.

Post	Location	Post Type Hr/Day	Total Number of Working hours per day	Number of security staff required per shift	No. of days per week
1	Entrance of the UNHCR office 4 th floor	07:00-07:00 (24/7)	24	1	7
2	Entrance of the UNHCR office 3 rd floor	07:00-21:00	14	1	7

Physical description of facilities and Security concerns

UNHCR Sub-Office (SO) Dnipro is located at 17 Lamana Street, occupying the third and fourth floors of a five-storey mixed-use medical and commercial building situated in the Sobornyi district of Dnipro. The premises are located in a mixed residential and commercial area with good road access and lie approximately 100 meters from the right bank of the Dnipro River.

The building is equipped with a fire detection and alarm system, and it receives electricity from two independent power suppliers, ensuring redundancy in the event of power interruptions. SO Dnipro has also installed a diesel generator, which allows the office to maintain operations during citywide blackouts, subject to the availability of fuel within Dnipro.

Security guards are deployed within the SO Dnipro premises, and a CCTV system is fully installed and operational. The CCTV system is monitored by the assigned security guards.

4. UNHCR FO Kharkiv: Kharkiv, 25 Shveleva str.

Post	Location	Post Type Hr/Day	Total Number of Working hours per day	Number of security staff required per shift	No. of days per week
1	Entrance of the UNHCR office 1 st floor	08:00-08:00 (24/7)	24	1	7

Physical description of facilities and Security concerns

UNHCR Field Office (FO) Kharkiv is located at 25 Sheveleva Street, Kharkiv, in a stand-alone two-storey building situated within a private residential area, away from critical infrastructure and major commercial activity. The ground floor serves as the designated bomb shelter.

The compound has one combined pedestrian and vehicle entrance, equipped with a magnetic card access control system. This entrance leads directly to the Security Reception. The building is also equipped with two emergency exits on the first floor, each fitted with magnetic access control card readers.

A comprehensive CCTV system covers all external and internal exits, the parking area, and the generator zone. Additional perimeter lighting enhances visibility around the building, parking lot, and all external exits. The section of the perimeter fence behind the building is further reinforced with razor wire. All external and internal windows, as well as glass doors, are protected with shatter-resistant film (SRF).

The facility is fitted with a centralized automatic fire alarm system. A diesel generator is available to ensure continuity of operations during power outages.

The Security Reception monitors a CCTV system consisting of 12 operational cameras and maintains a visitor logbook for all non-UN guests.

5.
UNHCR FO Odesa: Odesa, 72/74 Velyka Arnautska str.

Post	Location	Post Type Hr/Day	Total Number of Working hours per day	Number of security staff required per shift	No. of days per week
1	Entrance of the UNHCR office 4 th floor	08:00-08:00 (24/7)	24	1	7

Physical description of facilities and Security concerns

UNHCR Odesa FO is in the UNIQA Park Tower Business Center, at 72/74 Velyka Arnautska Street, Odesa. UNHCR occupies the 4th floor of a twelve-storey commercial building. The building is situated in a central urban area with mixed commercial and residential activity.

The facility is supported by 24/7 security guards deployed on the ground floor, providing access control and monitoring of building entry points. A dedicated UNHCR shelter is in the basement of the building and is accessible to staff.

The building is equipped with a centralized fire alarm system with smoke detectors, supported by fire extinguishers on each floor. Fire safety systems are subject to regular inspections, and fire drills are conducted every six months.

Access to upper floors is controlled through an elevator system with card-based floor access rights, limiting movement to authorized personnel only. An intrusion detection system and a ventilation system are also in place throughout the building.

A comprehensive CCTV system covers internal and external areas, monitored through both internal and external guard posts. In addition, UNHCR has installed access card readers on the 4th floor, allowing staff to use official UNHCR ID cards. The access control system is managed by UNHCR Field Security Unit (FSU). Any loss or damage of access cards must be reported immediately in line with incident reporting and information sensitivity requirements.

UNHCR has also deployed a dedicated CCTV system on the 4th floor, with recording capacity compliant with UNSMS standards. This system is fully controlled and maintained by UNHCR.

Note: each employee must work no more than the number of hours established by Ukrainian legislation.

4. UPSS PROVIDER RESPONSIBILITIES

The UPSS Provider shall ensure the availability of all necessary personnel, supplies, and equipment required to deliver the services under this contract. UNHCR already maintains its own CCTV and access control systems; therefore, the UPSS Provider shall be responsible for the regular technical maintenance, servicing, troubleshooting, and repair (if required and agreed) of these existing systems, ensuring their continuous and reliable functionality. The Provider shall also advise UNHCR on technical improvements or enhancements, and, upon formal request from UNHCR, may be required to supply and install additional equipment or upgrades.

The UPSS Provider shall supply and maintain a fully functional workstation for security operations (including, but not limited to, a computer, monitor, UPS, logbooks, and any other supporting equipment needed for monitoring and reporting duties).

All services must comply with applicable regulations of the Government of Ukraine and adhere to all UNHCR policies, instructions, orders, and procedures relevant to security operations.

The Contractor shall ensure the availability of permanent staff with relevant experience for the duration of the contract. In the event of any staff replacement, the Contractor must submit the personal details of the proposed replacement to UNHCR for review and approval.

The UPSS provider should provide UNHCR with the following information/confirmation:

- a) Confirmation of minimal 5 years' experience in providing similar unarmed security services;
- b) Confirmation of minimal 2 years' experience in providing unarmed security services for International Organizations, Diplomatic entities – relevant evidence (contracts, reference letters) should be provided.
- c) Confirmation of availability (or possibility of engagement) of the permanent staff with the relevant experience, and provision of personal data/CVs on such persons to the UNHCR, which has to be agreed upon by the Vendor with the staff on its own, in accordance with the laws of Ukraine.
- d) Confirmation of the official employment for all staff/guards to be engaged in the security services for the UNHCR.
- e) Provide CVs for all guards, Guards' supervisor/s, and contract manager.
- f) Confirmation of the Provider's ability to deploy or replace staff (male and/or female) at short notice—within a maximum of 48 hours—upon request from UNHCR Security personnel or Senior Management.
- g) Documented evidence shall be provided confirming that each Security Guard receives a minimum take-home salary of at least the equivalent of 600 USD per month for positions in Kyiv, 480 USD per month for positions in Dnipro, Kharkiv, Odesa and Lviv, and 430 USD per month for positions in all other cities, after deduction of all applicable taxes and mandatory contributions. These amounts are based on a standard 40-hour work week. For personnel engaged in schedules that exceed or fall below 40 hours per week, the minimum take-home salary shall be adjusted proportionally.
- h) Registration certificates and all required licenses in full compliance with applicable Ukrainian legislation.
- i) A detailed security training program for guards, along with documented evidence confirming that all security personnel have received appropriate and compliant security training.
- j) Confirmation of the availability 24/7 of the quick response team, or an existing effective mechanism of cooperation with the National Police response team.
- k) Copies of the criminal records check results for all guards assigned under this contract.

5. UPSS PROVIDER PERSONNEL SPECIFIC RESPONSIBILITIES AND QUALIFICATIONS

5.1. UPSS Provider personnel general qualifications

The UPSS Provider shall ensure that all personnel assigned to this contract meet the highest standards of integrity and legal compliance. Personnel must not have been convicted of any serious criminal offense (including by a military tribunal), nor found by any national or international authority to have violated criminal, humanitarian, or related laws. They must also not be subject to ongoing judicial proceedings for such offenses.

All guard personnel must additionally meet the following minimum requirements:

- a) Successfully pass a criminal background check in accordance with Ukrainian law.
- b) Communicate effectively and professionally with UNHCR staff, visitors, and guests.
- c) Possess the physical and psychological stamina required for prolonged standing, walking, and other routine guard duties.
- d) Guards engaged with UNHCR should be between 21 and 65 years of age and in good overall health.
- e) Minimal experience for the guards engaged with UNHCR – 3 years of providing similar services.
- f) Be fully trained prior to deployment, at a minimum to the basic level outlined in the Training Requirements (Section 11 of this ToR).

5.2. UPSS Provider's Representative (contract manager - not located at the UNHCR facility) – qualifications and responsibilities:

- a) Serve as the primary liaison with UNHCR Security, Administration, and Supply Officers and coordinate all matters related to contract delivery.
- b) Oversee and supervise all Security Guards, ensuring professional performance in accordance with UNHCR requirements.
- c) Manage duty rosters and schedules to ensure full shift coverage with qualified personnel.
- d) Administer all contractual obligations on behalf of the UPSS Provider and support compliance with UNHCR standards.
- e) Attend performance and contract review meetings with UNHCR and recommend improvements in security operations and guard conduct.
- f) Remain reachable 24/7 (or as otherwise agreed) to address urgent operational issues or incidents.

- g) Hold at least a high-school or university diploma (or equivalent).
- h) Possess a minimum of 5 years' police, military, or security-related experience (with CV provided).
- i) Have excellent oral and written communication skills.
- j) Have a minimum of 3 years' supervisory or managerial experience.

5.3. Unarmed Guards - detailed responsibilities:

5.3.1. Access Control & Visitor Management

- Verify the identity of all persons entering UNHCR premises using approved identification (UNHCR/UNDSS ID, UNLP, or other authorized documents).
- Register, screen, and manage visitors and contractors, including issuing visitor passes when required.
- Conduct manual or handheld-detector screening of persons, bags, luggage, and packages as instructed by UNHCR.
- Ensure that unauthorized individuals do not enter restricted areas.
- In case of air alarm – ensure without any delay that all staff and visitors are guided towards shelter via emergency routes.
- Perform escort duties for staff or visitors when instructed by UNHCR Security Focal Point.

5.3.2. Monitoring & Operation of Security Systems

- Monitor CCTV, intrusion alarms, fire alarms, air-raid alert systems, and other UNHCR-owned safety or security equipment.
- Report any system malfunction immediately and follow established reporting procedures.
- Maintain situational awareness and promptly identify unusual or suspicious behaviour.

5.3.3. Patrols & Physical Security Checks

- Conduct regular patrols of the building, compound, and perimeter in accordance with post orders.
- Check for security breaches, damaged fences or barriers, broken windows, unsecured doors, or other irregularities.
- Ensure building systems, exits, stairwells, and emergency routes remain unobstructed and safe.

5.3.4. Emergency Response

- Respond immediately to alarms (panic button, fire, intrusion, medical, air-raid) and initiate required procedures.
- Alert UNHCR personnel in case of emergency situations, support evacuation procedures, assist persons with mobility limitations, and guide occupants to designated assembly points or shelter.
- Coordinate with the National Police, State Emergency Service (SESU), Ambulance, Gas Services, and other responders when required.

5.3.5. Incident Handling & Reporting

- Respond to incidents such as criminal acts, civil disturbances, altercations, suspicious behaviour, or safety hazards.
- Take appropriate action within the limits of Ukrainian law and UNHCR security procedures.
- Prepare clear and accurate incident reports and entries in the 24/7 duty log, ensuring timely submission to the UNHCR Security Focal Point.
- Conduct initial observations that may support follow-up investigations.

5.3.6. Safety & Medical Support

- Summon medical assistance for ill or injured persons and provide basic first-aid support when required.
- Assist with fire response actions (e.g., supporting staff and visitors with the evacuation, using portable extinguishers, and coordinating with BC and State Emergency Service).
- Ensure that fire exits, emergency lighting, and safety equipment remain accessible and functional.

5.3.7. Compliance & Professional Conduct

- Enforce compliance with UNHCR security procedures by staff, visitors, and contractors.
- Report any unsafe conduct, security violations, or non-compliance to the UNHCR Security Focal Point.
- Maintain professional behavior, courtesy, and a respectful attitude toward all UNHCR personnel, visitors, and members of the public.

5.3.8. Documentation & Accountability

- Maintain accurate duty logs (e.g. visitor logs, key issuance/return logs) and any required documentation.
- Account for keys, access cards, and other sensitive items issued for restricted or controlled areas.

- Ensure all logbooks, post orders, and documents are kept updated, legible, and available.

5.3.9. Continuous Post Coverage/Additional tasks

- Remain at the assigned post until properly relieved.
- Ensure effective handover between shifts, including transfer of relevant information, equipment, and documentation.
- Support any additional security-related tasks assigned within the scope of the contract.

5.4. Maintenance and repair services for the existing system

5.4.1. Scope of services

The UPSS provider shall provide maintenance and repair services for the existing CCTV and access control system installed at the UNHCR's premises ("System"). The maintenance services shall include both periodical (preventive) and ad-hoc (corrective) maintenance, covering all installed components of the System, including but not limited to cameras, access control devices, servers, recording equipment, network components, power supply units, and operator workstations.

The scope of services shall include, but not limited to:

Preventive maintenance, performed on a regular basis (every six (6) months), including:

inspection of equipment and cabling; cleaning of cameras, devices, and related components; verification of functionality and system integrity; firmware and software updates where applicable; minor adjustments and configuration checks.

Ad-hoc maintenance and repair services, performed upon formal request from the UNHCR, including:

troubleshooting and diagnostics of System malfunctions; repair or replacement of faulty components (subject to approval); restoration of System functionality following power outages, wear and tear, or other operational issues; reconfiguration of the System following changes to operational requirements; support for System improvements, where required and approved by the UNHCR, including installation and integration of additional access control points or CCTV cameras, adjustments to System configuration to ensure consistency and compatibility with the existing infrastructure.

All maintenance and repair services shall be carried out by the UPSS provider in a manner that ensures the continuity, integrity, compatibility, and security of the existing System, recognizing that the UPSS provider operates and supports the System on a daily basis.

The cost of periodical maintenance shall be covered under a fixed maintenance fee, while ad-hoc maintenance shall be charged based on an agreed hourly rate, as specified in financial offer.

5.4.2. List of equipment

Maintenance and repair services under this Section shall apply to the existing System equipment installed at the UNHCR Offices, including but not limited to the following:

#	Description	Qty (pcs)
Kyiv		
1	Hikvision IP Camera DS-2CD2043G2-I (2.8 mm)	4
2	Hikvision Camera DS-2CD1121-I	8
3	Network PoE Switch DS-3E0109P-E	1
4	UPS Logicpower LP-UL2000VA	4
5	Network Video Recorder DS-7716NI-K4/16P	1
6	Access Controller DS-K2604T	2
7	Card Reader DS-K1802E	8
8	Entrance Button (ART-805)	8
9	Workstations (PC with monitor)	3
Lviv		
1	Hikvision Camera DS-2CD1121-I	5
2	Hikvision Camera DS-2CD1021-I	3
3	Network Video Recorder DS-7616NI-K2	1
4	Hard Disk 3.5", 4 TB, WD40PURX-78	2
5	UPS 12V/5A-4P for DVR and CCTV Cameras	2
6	LED Monitor 24" for DVR and CCTV Display	2
7	4-Port VGA Splitter	1
8	Access Control Point (Card Reader SEVEN CR-772)	2
9	Electromagnetic Lock TML-300	2
Dnipro		

1	CCTV Cameras QNE-8011R	2
2	CCTV Cameras QNV-7012R	4
3	CCTV Cameras QNV-7022R	2
4	UPS APC Back-UPS Pro 900VA	1
5	Network Video Recorder Wisenet XRN-1620B2	1
6	Computer ARTLINE Home G43	2
7	PoE Switch AT-FS750/28PS-50	1
Kharkiv		
1	Network Switch Aruba JL686A	1
2	Network Video Recorder (NVR) for 64 channels Hanwha XRN-6410B2	1
3	IP Camera Hanwha QNO-7080R	12
4	Mounting box for outdoor camera Hanwha	12
5	Personal computer for workstation PrimePC Pro80	1
6	Dell Monitor 27" IPS, FHD, for workstation	2
7	Personal computer for workstation PrimePC	1
8	Floor-standing cabinet CSV Lite Plus 24U 600x800	1
9	SYS-5019C-H Server 19", 1U with BioStar 2 software	1
10	XPD2-MDB Multifunction card reader	6
11	Junction box 300 × 330 × 120 mm	3
12	Two-door interface module (DM-20, Suprema)	4
13	Biometric access controller (CoreStation CS-40, Suprema)	1
14	Switching uninterruptible power supply (BBG-1210/8, Full Energy)	3
15	Switching uninterruptible power supply (BBGP-123, Full Energy)	2
16	AGM Battery 12V, 7Ah (OR1270)	2
17	AGM Battery 12V, 20Ah (GP1220M5, MERLION)	3
18	Individual call panel (R20A, Akuvox)	1
19	IP video intercom (C313N, Akuvox)	1
20	Emergency door release button (KA-02 30)	1
21	Electromagnetic lock for internal installation (YM-280N)	3
22	Surface-mounted electromechanical lock (Cisa 1.11630.50.2)	1
Odesa		
1	Hikvision Camera DS-2CD1121-I	2
2	Network PoE Switch DS-3E0109P-E	1
3	UPS Logicpower LP-UL2000VA	1
4	Network Video Recorder DS-7716NI-K4/16P	1
5	Access Controller DS-K2604T	2
6	Card Reader DS-K1802E	2
7	Entrance Button (ART-805)	2

Note: the above list is indicative and may be updated during the term of the Framework Agreement to reflect additions, replacements, or System upgrades approved by the Company.

6. SALARIES, LABOUR COMPLIANCE & EMPLOYMENT CONDITIONS

- The service provider shall ensure that all guards and supervisors receive their **full take-home salary** without unauthorized deductions.
- The minimum **net monthly take-home salary** (after all taxes and mandatory contributions) shall be:
 - 600 USD** for positions in **Kyiv**;
 - 480 USD** for positions in **Dnipro, Kharkiv, Odesa and Lviv**;
 - 430 USD** for positions in **all other cities**.
- These amounts are based on a standard 40-hour work week and shall be prorated for any schedule above or below 40 hours.
- Salary revisions may be initiated by either the service provider or UNHCR if national minimum wage levels increase by 10% or more compared to the period of the commercial offer for this tender. UNHCR may request proof of salary payments to Guards engaged in performance of the UNHCR contract at any time.
- The provider shall comply with all applicable Ukrainian labor legislation, including official employment, working hours, rest periods, shift structure, overtime rules, holidays, and leave entitlements.
- The provider must maintain valid registration and licenses in accordance with Ukrainian law.

- g) The provider shall ensure compliance with all mandatory employment benefits, including rest breaks, sick leave, and annual leave, and provide immediate replacement staff during such absences while maintaining full payment of all entitlements.
- h) The provider is responsible for the payment of all taxes, social security, and medical insurance contributions for its staff and shall provide proof of such payments if requested by UNHCR.
- i) The service provider is solely responsible for any taxation or assessments arising from income derived from the UNHCR contract. UNHCR is tax-exempt and will not reimburse or withhold taxes on behalf of the service provider.

7. PRE-EMPLOYMENT SCREENING

The UPSS Provider shall conduct a full pre-employment screening for all personnel assigned to this contract and shall not deploy any staff until the screening is satisfactorily completed. Screening must confirm that the individual has **no criminal record**, no history of misconduct, and is suitable for a position of trust.

The minimum screening requirements are:

- a) A criminal record check in accordance with Ukrainian law;
- b) Verification of **five years of employment history**;
- c) Verification of **at least three professional or personal references**.

The Provider shall maintain complete personnel files for each guard, including:

- background investigation results;
- copy of identity documents;
- training records;
- performance records;
- CV and photograph.

UNHCR Security, Administration, or Supply staff may review these records at any time.

8. PROFESSIONAL CONDUCT

All UPSS personnel assigned to UNHCR premises shall maintain the highest standards of professional conduct, integrity, appearance, and performance, and shall comply with all UNHCR security procedures, post orders, and the UPSS/UNHCR Code of Conduct. The UPSS Provider shall promptly remove from duty any employee who is deemed unfit, behaves unprofessionally, or fails to comply with the required standards, upon UNHCR's request and at UNHCR's sole discretion.

The Provider shall ensure disciplinary action – up to and including removal – is taken for misconduct, including violations of security procedures, negligence, unauthorized disclosure of information, unauthorized use of UNHCR property, intoxication, harassment or discrimination, abandonment of post, or any behavior that undermines the safety, security, or reputation of UNHCR. UNHCR may review related disciplinary records upon request.

9. UNIFORMS

The UPSS Provider shall supply each guard with a minimum of two (2) complete uniform sets per year. A complete uniform set shall include, at a minimum, trousers, shirts and/or T-shirts suitable for the summer period, and a jacket, appropriate to the assigned duties and operational environment.

In addition, the Provider shall supply appropriate seasonal outerwear, including raincoats and winter jackets, as required by prevailing weather conditions. The Provider shall also issue appropriate duty footwear suitable for year-round use.

All uniform items, including core uniform components, footwear, and seasonal outerwear, shall be maintained in good condition and replaced as necessary due to wear, damage, or loss, at no additional cost to UNHCR, in order to ensure a clean, professional, and consistent appearance at all times.

10. TRAINING

The UPSS Provider shall ensure that all security personnel receive complete initial training before deployment and regular refresher training at no additional cost to UNHCR. Training shall comply with Ukrainian law, international humanitarian and human rights standards, and UNHCR/UNSMS requirements.

All personnel must be fully trained to perform duties specific to their assigned post. The minimum annual training requirement is two days per employee, and the Provider shall maintain full training records, which UNHCR may review at any time.

Training shall cover, at a minimum:

- a) Legal and Ethical Standards – use of force and limitations; national law; human rights and humanitarian law; anti-corruption measures; handling complaints; confidentiality; and UN/UNHCR codes of conduct, including zero-tolerance for SEA.
- b) Access Control & Screening – ID verification, visitor management, escort procedures, package/bag/vehicle searches, and after-hours access protocols.
- c) Emergency Response – fire response, medical emergencies, evacuations, bomb threats, air-raid alarms, liaison with Police/SESU, and crisis communication.
- d) Security Operations – patrol procedures, dealing with suspicious or aggressive persons, perimeter checks, safeguarding property, and key control.
- e) Communication Skills – radio protocol, incident reporting, logbook entries, verbal/written communication, and public relations.
- f) Technical Skills – operation of CCTV, alarm systems, intrusion/fire panels, communication devices, and other security or safety equipment relevant to the post.
- g) Safety & First Aid – CPR/basic first aid, fire extinguisher use, and safe-workplace practices.
- h) Professional Standards – uniform and appearance requirements, discipline, report writing, observation skills, and post-inspection procedures.

UNHCR may provide post-specific training/briefings when required. Such training is not subject to additional billing.

11. EMERGENCY DRILLS

The UPSS Provider shall conduct regular emergency drills to ensure guard readiness for incidents such as intruders, disturbances, bomb threats, medical emergencies, fires, air-raid alerts, and evacuations. Drills shall be coordinated with UNHCR Security to minimize disruption and shall be provided at no additional cost.

A minimum of one drill per quarter shall be conducted, including at least one exercise during hours of darkness. The Provider shall maintain guard readiness at all times and shall document the scope, results, and corrective actions of each drill. Records shall be made available to UNHCR Security upon request.

UNHCR may provide post-specific instructions for drill scenarios when required.

12. ORIENTATION MEETING

UNHCR Security, Administration, or Supply staff shall provide an orientation to the UPSS Provider on matters specific to UNHCR premises and operations. This orientation will include a review of the facilities, guard posts, and expected duties. During the meeting, UNHCR will provide the necessary instructions and documentation to support contract implementation, including:

- a) Operating instructions for any UNHCR-furnished security or safety equipment;
- b) Information on the location and basic operation of installed control systems and essential utilities;
- c) Guard post locations, operating hours, and post-specific duties;
- d) Emergency response procedures for alarms, threats, and evacuation scenarios;
- e) Locations of designated assembly points and related guard responsibilities.

13. LIST OF UPSS PROVIDER FURNISHED PROPERTY

The UPSS Provider shall supply, at its own cost, all equipment necessary for the performance of security duties. As a minimum, the Provider shall furnish:

- a) Communications Equipment – including handheld radios, mobile phones, and any other devices required for communication with the Provider's operations center or between security staff. The Provider is responsible for maintenance, repair, and regular top-up of SIM card credit for mobile devices. and replacement, as well as any permits or authorizations required by law.
- b) Miscellaneous Security Equipment – such as flashlights, batteries, whistles, handheld metal detectors, and other essential items required for guard duties.
- c) Direct Alarm/Phone Line – a dedicated line connecting the UNHCR premises to the Provider's main security operations center for emergency response.

14. LIST OF UNHCR FURNISHED PROPERTY (NON-EXHAUSTIVE)

UNHCR shall provide the following equipment and materials to support security operations:

- a) Copies of relevant UNHCR security policies, procedures, and post orders.
- b) For guard posts located at the main entrance of the UNHCR facility, the following items may be provided as applicable:
 - Additional CCTV monitors (if required);

- First Aid Kit;
- Access to the public announcement (PA) system – where applicable;
- Guard-post furniture (table, chairs);
- Fire extinguishers;
- Stationery.

15. BILLING AND PAYMENT TERMS

The UPSS Provider shall submit monthly invoices and Acts of Rendered Services no earlier than the 1st and no later than the 5th day of each month for services delivered during the preceding month. UNHCR will process payment within 30 days of receiving a correct invoice and Act, following review and approval by the Supply Officer.

UNHCR reserves the right to apply pro-rata deductions for any services not rendered in accordance with the contract or its annexes (including the Guard Schedule). UNHCR will not pay for duplicate hours, including any time lost due to the Provider's staff changes, absenteeism, or other inefficiencies.

16. QUALITY ASSURANCE PROGRAM

The UPSS Provider shall implement a quality assurance system to ensure compliance with all contractual requirements.

Possession of a valid ISO 9001 (latest revision) certification covering security services and/or personnel management processes shall be considered an asset and may be taken into account during the technical evaluation.

All security personnel shall sign in and out at their posts, and the Provider shall bill UNHCR only for hours actually worked and upon mutual approval (on a quarterly or Ad-Hoc basis); unmanned posts shall not be invoiced. Supervisory staff shall perform periodical inspections of each guard post to confirm proper staffing, adherence to post orders, and overall performance, and shall document each inspection and report any serious incidents to UNHCR immediately.

All substitute personnel shall meet the same qualifications, training standards, and background-check requirements as regular staff. The Provider shall maintain all required licenses and permits and comply with applicable Ukrainian laws and UNHCR standards. Inspection records and quality-control documentation shall be made available to UNHCR upon request.